

# **ANNUAL REPORT ON PORTFOLIO PERFORMANCE**

**FISCAL YEAR 2008**

**APRIL 22, 2009  
(MAIN REPORT)**



QUALITY ASSURANCE GROUP

## **ABBREVIATIONS AND ACRONYMS**

AAA	Analytic and Advisory Activities	FIL	Financial Intermediary Loan
ACS	Activity Completion Summary	FPD	Finance and Private Sector Development
AFR	Africa Region	FY	Fiscal Year
APL	Adaptable Program Loan	GEF	Global Environment Facility
ARPP	Annual Report on Portfolio Performance	GPP	Global Programs and Partnership
ARDE	Annual Report on Development Effectiveness	GRAAA	Global and Regional Analytic and Advisory Activities
BB	Bank Budget	HD	Human Development
BW	Business Warehouse	HDN	Human Development Network
C-AAA	Country Analytic and Advisory Activities	HNP	Health, Nutrition and Population
CAE	Country Assistance Evaluation	HR	Human Resources
CAS	Country Assistance Strategy	IBRD	International Bank for Reconstruction and Development
CASCR	CAS Completion Report	ICR	Implementation Completion Report
CEM	Country Economic Memorandum	IDA	International Development Association
CFAA	Country Financial Accountability Assessment	IDB	Inter-American Development Bank
CMU	Country Management Unit	IEG	Independent Evaluation Group (formerly OED)
CODE	Committee on Development Effectiveness	IFA	Integrated Fiduciary Assessment
CPAR	Country Procurement Assessment Review	IFMIS	Integrated Financial Management Information Systems
CPF	Carbon Partnership Facility	IG	Investment Grade
CPIA	Country Policy and Institutional Assessment	IP	Implementation Progress
CPPR	Country Portfolio Performance Review	ISR	Implementation Status and Results Report
CSR	Controller's, Strategy and Resource Management	INF	Infrastructure
DGF	Development Grant Facility	INV	Investment Operations
DOs	Development Objectives	KPI	Key Performance Indicators
DPL	Development Policy Lending	LICUS	Low-Income Countries Under Stress
DPOs	Development Policy Operations	LCR	Latin America and the Caribbean Region
DPR	Development Policy Review	LIL	Learning and Innovation Loans
DRL	Debt Service Reduction Loan	MAP	Multi-Country HIV/AIDS Program
EAP	East Asia and Pacific Region	M&E	Monitoring and Evaluation
ECA	Europe and Central Asia Region	MDGs	Millennium Development Goals
ECO	Expanded Co-Financing Operation	MIC	Middle Income Countries
EMT	Energy and Mining	MNA	Middle East and North Africa Region
ENV	Environment	MP	Montreal Protocol
EP	Economic Policy	MS	Moderately Satisfactory
ERL	Emergency Recovery Loan	NLTA	Non-Lending Technical Assistance
ESSD	Environmentally and Socially Sustainable Development	OC	Operations Committee
ESW	Economic and Sector Work	ODA	Official Development Assistance
EXT	External Affairs Department	OPCS	Operations Policy and Country Services
FEU	Finance, Economics and Urban Department	OVF	Office of the Vice-President
FIF	Financial Intermediary Fund	PA	Poverty Assessment

PAD	Project Appraisal Document	RIL	Rehabilitation Loan
PCG	Partial Credit Guarantees	RoB	Rest of the Bank
PCN	Project Concept Note	ROC	Regional Operations Committee
PDO	Project Development Objective	SAL	Sector Adjustment Loan
PER	Public Expenditure Review	SAP	Systems Application and Products in Data Processing
PIU	Project Implementation Unit		
PN	Policy Note	SAR	South Asia Region
PRC	Poverty Reduction Support Credit	SDN	Sustainable Development Network
PRG	Partial Risk Guarantees	SDV	Social Development
PPAR	Project Performance Assessment Report	SIL	Specific Investment Loan
PREM	Poverty Reduction and Economic Management	SIM	Sector Investment & Maintenance Loan
		SF	Special Financing
PSDN	Private Sector Development Network	SMU	Sector Management Unit
PSG	Public Sector Governance	SND	Sub-National Department
PSL	Programmatic Structural Adjustment Loan	SP	Social Protection
QAG	Quality Assurance Group	SSL	Special Structural Adjustment Lending
QALP	Quality Assessment of Lending Portfolio	SWAp	Sector Wide Approach
QEA	Quality-at-Entry Assessment	TA	Technical Assistance
QER	Quality Enhancement Review	TAL	Technical Assistance Loan
QSA	Quality of Supervision Assessment	TF	Trust Fund
RDV	Rural Development	TTL	Task Team Leader
RETF	Recipient Executed Trust Fund	URB	Urban

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**ACKNOWLEDGMENTS**

This report was produced by a team led by Albert Martinez (Operations Adviser, QAG) with inputs from Fred Swartzendruber, Joanne Nickerson, Melvin Vaz, Nils Fostvedt, Eugene McCarthy, Jose Sokol, Saeed Rana, and Mohsin Alikhan. The report utilized results from the Quality Assessment of Lending Portfolio, which was managed by Anis Dani (Operations Adviser, QAG). The ARPP Team would like to thank the Advisory Committee for their inputs: Cecile Ramsay, Christian Rey, David Steel, Denis Robitaille, Gisu Mohadjer, Hoveida Nobakht, Lucio Monari, Monika Huppi, Mukesh Chawla, Raja Iyer, Randi Ryterman, Sally Burningham, Sally Zeijlon, and Thomas O’Brien. Nathalie Lenoble and Conchita Castillo supported the preparation of the document.

Xavier Legrain, Director (Acting), Quality Assurance Group, guided the overall effort.

## EXECUTIVE SUMMARY

1. ***The Annual Report on Portfolio Performance (ARPP) provides the Board and Senior Management with a strategic overview of the size, composition and quality of the Bank's portfolio and the Analytic and Advisory Activities (AAA) program.*** The ARPP builds on IEG and QAG assessments, and utilizes data from the Business Warehouse. Given the nature of the various evaluations by both IEG and QAG as well as the time and budget constraints faced by the ARPP preparation,<sup>1</sup> many of the findings focus on identifying problems or quality gaps, rather than providing comprehensive action plans to various management units. Additional work and analysis would be required for the management units to develop these action plans.

### Lending and Non-lending Operations

2. ***The Bank's portfolio at end-FY08 consisted of 1,617 operations with net commitments of \$111.7 billion.*** The relative shares of IBRD and IDA in the portfolio have shifted over the past five years, with the IDA share increasing from 39 percent to 43 percent. The portfolio is less concentrated compared to five years ago, with the share of the top 10 borrowers declining from 57 percent to 50 percent. At end-FY08, Recipient Executed Trust Fund projects over \$5 million are included in the Bank's portfolio.

3. ***The established definition of Bank portfolio does not include major Bank initiatives that have significant impact on Bank activities.*** Guarantee operations, which are projected to mobilize about \$20 billion of resources, are not included in the portfolio. The Recipient Executed Trust Fund projects included in the portfolio accounted for about one-third of all trust fund disbursements in FY08. With the introduction of new strategic themes, it may be opportune to review the definition of the Bank's portfolio.

4. ***Net resource transfers have been occurring in IDA, but not in IBRD.*** For IDA, annual net disbursements during the past three years have been steady at about \$6.8 billion. For IBRD, gross disbursements and scheduled repayments during the past three years have been about equal; however, there were large prepayments especially in FY07 resulting in a total of \$10 billion of negative resource transfers for IBRD during the period FY06-08.

5. ***Infrastructure and Fragile States lending saw significant growth during the past few years.*** The share of infrastructure sectors in lending was about 40 percent during FY06-08, compared to 31 percent during FY03-05. This growth is attributable to the successful implementation of the Infrastructure Action Plan of 2003. Lending to Fragile States increased by more than 60 percent in FY08 compared to FY07, with about 70 percent of lending going to post conflict states.

6. ***There have been efficiency gains in lending activities.*** Preparation cost for investment lending operations has declined by about one-third in real terms during the past five years. This is consistent with the increased use of Repeater and Additional Financing projects. Both

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<sup>1</sup> The Approach Paper was given to CODE for comments on August 18, 2008.



preparation cost and time for Development Policy Operations (DPOs) have been declining since FY05, when policies and processes guiding DPOs were restructured. The programmatic approach has become widespread in DPOs.

7. ***The share of Analytic and Advisory Activities in country services expenditures increased from 24 percent in FY04 to 29 percent in FY08.*** The Bank spent about \$250 million in FY08 in AAA, more than on lending and almost as much as on supervision. The increase in AAA expenditures is occurring in three client segments: (a) IBRD countries which are opting for more “knowledge led” programs; (b) Fragile States in response to the 2002 Low Income Countries Under Stress (LICUS) Task Force Report; and (c) multi-country AAA, at the global, regional, and sub-regional levels. There has been a major shift in composition of AAA from Economic and Sector Work (ESW) to Non-lending Technical Assistance (NLTA) activities.

## Portfolio Performance

8. ***The Development Outcomes of operations exiting the Bank’s portfolio suffered a decline in FY07.***<sup>2</sup> The share of FY07 exits with satisfactory outcomes in terms of number of projects was 76 percent, compared to 82 percent the previous year. In terms of disbursement, the decline was just as significant – 82 percent in FY07 compared to 90 percent the previous year. The declines<sup>3</sup> are mainly traceable to lower performance in FY07 compared to FY06 in Africa (AFR) (particularly in Fragile States), and in three Sector Boards – Health, Nutrition and Population, Public Sector Governance, and Finance and Private Sector Development.

9. ***Using three year periods, regional performance improved during FY05-07 compared to FY02-04 with the exception of AFR and SAR.*** There were notable improvements in MNA when comparing the two periods. Both AFR and SAR were below Bank-wide average, though the AFR gap with the rest of the Bank is significant, while the SAR performance is closer to the average.

10. ***There was significant variation in development outcomes among Sector Boards using three-year period comparison.*** Several Sector Boards made significant strides in improving outcomes during FY05-07 compared to FY02-04, notably Environment, Economic Policy, and Urban Development. There were three Sector Boards whose FY05-07 performance declined compared to FY02-04 and was below Bank-wide average: Energy and Mining, Public Sector Governance, and Health, Nutrition, and Population.

11. ***Performance of IBRD projects has been making significant improvements.*** Seven Sector Boards in IBRD had satisfactory performance of 90 percent or better in FY05-07; of these, three achieved improvements of 25 percentage points or more compared to FY02-04. The Transport Sector Board has been a consistent high performer during the past ten years. The Water Sector Board has turned around its performance over the past ten years. The lagging

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<sup>2</sup> Because less than 40 percent of the FY08 exits have been evaluated by IEG at the time of the preparation of this report, the ARPP has not included FY08 results.

<sup>3</sup> Some changes in methodology in measuring project performance were introduced by IEG in FY07 to strengthen the robustness of project ratings and cover new elements of project design. IEG estimated the impact of methodology changes to be around one percentage point of the FY07 decline (see *Annual Review of Development Effectiveness, 2008*, IEG).

Sector Boards in IBRD were: Health, Nutrition and Population, Energy and Mining, and Public Sector Governance.

12. ***About 40 percent of Fragile States projects exiting in FY07 were rated unsatisfactory by IEG.*** This is close to the average performance during the past three years. However, the performance of Fragile States projects in AFR during FY05-07 was 49 percent satisfactory in terms of number of projects, compared to 75 percent for non-AFR Fragile States projects. This indicates that there is substantial scope for improvement in the performance of AFR projects in Fragile States.

13. ***A QAG analysis of IEG evaluations of unsatisfactory projects that exited in FY05-07 found that problems in project design were significant factors contributing to unsatisfactory outcomes.*** Poor project design was rated High or Substantial<sup>4</sup> in about 70 percent of the cases in terms of explaining the unsatisfactory outcomes. About half of the design problems could be traced to complexity in relation to capacity of the Borrower. In other cases, the objectives lacked relevance (in relation to the CAS or country conditions). In addition, about half of the unsatisfactory projects had poor articulation of DOs, which contributed to weak project design.

14. ***The recent QAG Quality Assessment of Lending Portfolio (QALP) rated about 75 percent of the sample as moderately likely or better to achieve outcomes.*** This is close to the level of performance of FY07 exits based on IEG evaluations. There are significant variations among Regions. The AFR performance, at about 65 percent, is lower than Bank-wide average, while LCR was the best performer. It should be noted that the QALP sample included projects at mid-term, providing time for the Regions to address issues and improve project performance.

15. ***The QALP identified several Sector Boards which have greater risk of not achieving DOs.*** Only about 50 percent of projects in the QALP sample for Education were rated as Moderately Satisfactory or better (MS+) in terms of likelihood of achieving DOs. Health, Nutrition and Population projects (45 percent MS+) and the Public Sector Governance projects (54 percent MS+) show similar problems as identified in the analysis of IEG evaluation of recent exits. The Energy and Mining projects show high likelihood of achieving DOs, which indicate an improvement in performance compared to recent exits.

### **Risk and Performance Reporting**

16. ***About one-third of the number of projects approved in FY08 were rated in project documents as having High or Substantial Risk.*** Another 30 percent of the FY08 approvals were rated as having Moderate Risk overall, but had at least one Risk Factor rated High or Substantial. About 45 percent of core<sup>5</sup> IDA projects and more than 75 percent of Fragile States projects were rated as having High or Substantial Risk. There are no historical comparative figures, so it is difficult to determine whether the Bank portfolio has taken on more risks. However, with increased share of IDA, and Fragile States in particular, the portfolio has probably become riskier compared to five years ago, requiring greater attention to risk management during supervision.

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<sup>4</sup> The reviewers used a four point scale (High, Substantial, Moderate, or Negligible) in rating the extent to which different factors contributed to unsatisfactory outcomes.

<sup>5</sup> Non-Fragile States projects in IDA.

17. ***Lack of candor in reporting risk of not achieving development objectives has diminished the effectiveness of the current system of indicators in tracking portfolio performance.*** The main weakness is in the reporting of performance of IDA projects which has a Realism Index of 40 percent. The Realism performance of Fragile States project reporting is at 28 percent. Among Regions, AFR has a Realism Index of 35 percent. Improving the AFR reporting performance would improve IDA and Fragile States Realism numbers. The issue of excessive optimism in supervision reporting has been identified as an issue in the IDA Internal Controls Review and Management has begun implementation of an action plan to address this issue.

18. ***A review of IDA internal controls by IEG and IDA indicate that, with some important qualifications, IDA's internal controls framework operates to a high standard overall, giving reasonable assurance that the controls operate effectively.*** Nonetheless, the review also finds significant deficiencies in the design and integration of controls for management of fraud and corruption risk in operations. To address the issues raised in the review, Management has adopted and begun implementation of an action plan, with many actions to be completed by June 2009.

### **Areas for Improvement**

19. ***There is scope for improving AFR portfolio performance.*** Within IDA, aggregate satisfactory AFR project performance in terms of number of projects was 17 percentage points (using three-year moving average) lower in FY07 than the rest of the Bank; in terms of disbursement, the AFR performance was much lower. The gap between AFR and the Rest of the Bank in Fragile States outcomes needs special attention. Within the Fragile States cohort, the gap between AFR and the Rest of the Bank was much wider, with AFR 25 percentage points lower based on number of projects and 47 percentage points lower based on disbursements. The QALP results indicate continuing problems in the AFR portfolio.

20. ***Since FY01, HNP project outcomes have been lower than Bank-wide averages.*** The unsatisfactory project outcomes have their roots in problems with realism of project objectives, appropriateness of project design, and quality of Monitoring and Evaluation (M&E) arrangements. The current portfolio of HNP projects has not adequately addressed the problems faced by completed projects. About half of the HNP projects assessed as part of the QALP were rated unlikely to achieve their DOs. The underlying reasons parallel the factors contributing to unsatisfactory outcomes of FY05-07 exits.

21. ***There has been a notable decline in PSG project performance over the past five years.*** While PSG projects outperformed the rest of the Bank prior to FY03, there has been a reversal since then. A review of unsatisfactory PSG projects that exited during FY05-07 concluded that design issues and difficult governance environments were predominant factors in contributing to unsatisfactory project outcomes. In the QALP, only about half of the PSG projects assessed were rated likely to achieve their DOs. Panels felt that better political economy and stakeholder analysis would improve project design.

## Recommendations

22. *Table 1 summarizes the recommendations from this year's ARPP and includes actions to be taken within the next 12 months.* The status of implementation of FY07 ARPP recommendations is discussed in Chapter V.

**Table 1: FY08 ARPP Recommendations**

Recommendations	Actions
<b><i>Strengthening Lending and Portfolio Management</i></b>	
Consider utilizing Additional Financing procedures for Repeater projects.	To be reviewed as part of IL Reform.
Review consistency of Trust Fund policies, procedures, and quality assurance in the context of monitoring implementation of the new Trust Fund Management Framework.	TFO to manage this review to be discussed with OVPs by end FY10.
Design system to enable teams to monitor during supervision the risks and mitigation measures identified at entry.	To be done as part of IL Reform and IDA Internal Controls Action Plan.
Review the definition of the Bank's portfolio.	OPCS to coordinate the review by FY10.
<b><i>Improving AFR Performance</i></b>	
<p>AFR Senior Management to review the following project management issues:</p> <ul style="list-style-type: none"> <li>• <i>Is there sufficient Technical Support to the task teams?</i></li> <li>• <i>Is the approach to lending to Fragile States appropriate?</i></li> <li>• <i>Is there a way of addressing perverse incentives to optimal project design and restructuring?</i></li> <li>• <i>How can Management proactivity be increased?</i></li> </ul>	AFR to expand by end FY09 the current action plan to address systemic quality issues.
<b><i>Improving HNP Performance</i></b>	
<ul style="list-style-type: none"> <li>• Sector Management to enhance oversight of the projects reviewed, including systematic follow-up of QER recommendations, especially in projects where the likelihood of success was rated moderately unlikely or unlikely before implementation of recommendations.</li> <li>• Sector Management to review the supervision budgets of the projects in the sample and ensure that there are adequate resources to implement recommendations.</li> </ul>	Sector Board has prepared and is implementing an action plan in response to the QAG Portfolio Review in FY08.

**Table 1: FY08 ARPP Recommendations (Cont'd)**

Recommendations	Actions
<b><i>Improving HNP Performance (Cont'd)</i></b>	
<ul style="list-style-type: none"> <li>• Sector Board to address the perennial problem of unrealistic project design and lack of readiness for implementation, including looking into strengthening the QER process and disseminating best practice to TTLs.</li> <li>• Sector Board to develop learning or mentoring programs in two areas of weaknesses identified by Panels: analysis of political economy and institutional capacity to implement reform, and results management.</li> <li>• Sector Board to offer to the Regions QER for high risk or problem projects under implementation.</li> <li>• Sector Board to review the skills issue, and develop a program to address this in both the short and longer term.</li> </ul>	
<b><i>Improving PSG Performance</i></b>	
<ul style="list-style-type: none"> <li>• Encourage greater client participation in project design by ensuring that teams have sufficient time for interaction with clients, keeping reform activities consistent with local capacity and governance conditions, avoiding over-ambitious goals, and recognizing that a staged approach is more likely to work than a “big bang.”</li> <li>• Broaden efforts to undertake political economy, stakeholder and other related analysis to better understand the drivers of change, and to analyze the stakeholders and their possible impact on a project’s outcome.</li> <li>• To counter the tendency to use PSG ESW as gap identifying templates, the PSG Sector Board should lead research into more staged approaches to PSG reform, emphasizing definition of entry points, reform sequences and what can be left to later. Public management systems must also take account of underlying governance conditions.</li> <li>• Staff should be encouraged to use results frameworks in a more participatory way to improve project design, not as a compliance requirement. They should keep objectives and KPIs simple, attainable, limited in number and which measure improvements in systems, not service delivery.</li> <li>• Risk assessments should feed into PSG project design. They should avoid underestimating country ownership risk and implementation capacity and feed political analysis into the design of the risk matrix.</li> <li>• TTLs should be encouraged to undertake financial analysis of PSG projects during preparation.</li> </ul>	<p>PSG Sector Board to prepare an action plan by end FY09. The plan will build on the joint QAG-Public Sector Governance Board assessment of 25 ‘below the line’ risky projects. The PSG Sector Board has already begun implementing a number of actions, including:</p> <ul style="list-style-type: none"> <li>(i) Quarterly reviews of the PSG Board mapped projects in the regions;</li> <li>(ii) Development of political economy problem-driven guidance;</li> <li>(iii) Integrating governance and anticorruption at the country level in some 27 pilot countries (‘CGAC’ countries, chosen by the Regions);</li> <li>(iv) Development of actionable governance indicators (AGI) to assist regular measurement of specific reform outcomes (e.g., the Public Expenditure &amp; Financial Accountability (PEFA) indicators);</li> <li>(v) Ongoing research on a ‘platform’ or staged approach to PSG reforms;</li> <li>(vi) Creating team clusters in some regions where senior and junior staff are paired;</li> <li>(vii) Providing ‘just-in-time’ expert advice to regional staff on design, implementation and supervision of PSG projects. The PSG Board is conducting a review of all 95 active PSG Board mapped projects.</li> </ul>

**Table 1: FY08 ARPP Recommendations (Cont'd)**

<i>Improving PSG Performance (Cont'd)</i>	
<b>Recommendations</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>• Staff should be encouraged to use results frameworks in a more participatory way to improve project design, not as a compliance requirement. They should keep objectives and KPIs simple, attainable, limited in number and which measure improvements in systems, not service delivery.</li> <li>• Risk assessments should feed into PSG project design. They should avoid underestimating country ownership risk and implementation capacity and feed political analysis into the design of the risk matrix.</li> <li>• TTLs should be encouraged to undertake financial analysis of PSG projects during preparation.</li> </ul>	
<i>Improving EMT Performance</i>	
<ul style="list-style-type: none"> <li>• Sector managers should continue to monitor the realism of development objectives, particularly at the PCN review, taking into account issues of political economy and stability as well as past country performance in achieving project outcomes as assessed by IEG.</li> <li>• Sector managers need to ensure that a proper assessment of the institutional capacity of the key implementing agency has been undertaken during project preparation. In making institutional capacity judgments, a careful assessment of past operational performance needs to be taken into account, identifying key managerial and/or technical shortcomings, and making provision for these shortcomings in a new operation before implementation begins.</li> </ul>	<p>The EMT Sector Board, in collaboration with the regional energy managers, should continue to monitor IEG outcomes of EMT portfolio exits. A report of FY08 portfolio exits should be prepared by mid-2009.</p> <p>Regional sector managers need to pay attention to design complexity and institutional capacity to implement the project at the concept review stage of new project operations.</p>

## I. INTRODUCTION

### OBJECTIVES AND APPROACH

1.1 *The Annual Report on Portfolio Performance (ARPP) provides the Board and Senior Management with a strategic overview of the size, composition and quality of the Bank's portfolio and the Analytic and Advisory Activities (AAA) program.*<sup>6</sup> It also provides Senior Management with a snap shot of portfolio trends to assess what is working well or less well, together with recommendations on measures to sustain or improve the quality and effectiveness of the lending portfolio and of the AAA program--two key vehicles for delivering results to our clients.

1.2 *The ARPP builds on IEG and QAG assessments, and utilizes data from the Business Warehouse.* QAG analyzed the IEG evaluations of unsatisfactory projects covering FY05-07 exits to identify common factors that contributed to unsatisfactory outcomes. The recent FY09 Quality Assessment of Lending Portfolio (QALP) provided the basis for the analysis of the current portfolio. Given the nature of the various evaluations by both IEG and QAG as well as the time and budget constraints faced by the ARPP preparation,<sup>7</sup> many of the findings focus on identifying problems or quality gaps, rather than providing comprehensive action plans to various management units. Additional work and analysis would be required for management units to develop these action plans.

### STRUCTURE AND COVERAGE

1.3 *The report is organized into five Chapters. Chapter 2 reviews the recent trends in size and composition of the lending portfolio.* It analyzes trends by Region, Client Segment, Instrument, Sector, and Theme. It also includes resource transfer activities – such as Guarantees and Global Programs and Partnerships - that support Bank programs and projects but are not included in the portfolio. Finally, the Chapter reviews current trends in AAA.

1.4 *Chapter 3 assesses overall portfolio performance results as well as issues associated with measuring and reporting the risks of the portfolio of lending operations.* For historical performance, the Chapter utilizes IEG evaluations of completed projects. For current portfolio performance, the Chapter uses the results from Quality Assessment of Lending Portfolio (QALP) and learning reviews conducted by QAG.

1.5 *Chapter 4 focuses on the main areas which would have significant contributions to the improvement of portfolio outcomes.* These main areas of improvement have been identified based on FY05-07 IEG evaluation of project outcomes. The Chapter also reviews the performance of the lagging segments in the current portfolio by utilizing the results of the QALP, and the QAG portfolio reviews in AFR, HNP, and PSG.

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<sup>6</sup> AAA product lines discussed in this report are ESW and TA. ESW and TA include fee-based and reimbursable tasks. Other AAA product lines not covered here include Donor and Aid Coordination, Research Services, World Development Report and Impact Evaluation.

<sup>7</sup> The Approach Paper was given to CODE for comments on August 18, 2008.

1.6 ***Chapter 5 examines progress in implementing the recommendations of the FY07 ARPP***, which consolidates uncompleted recommendations from previous ARPPs as well as new recommendations from the FY07 ARPP. The Chapter also includes additional recommendations from the FY08 ARPP.

1.7 ***The Statistical Appendix contains a detailed set of supporting statistical material.***



## II. LENDING AND NON-LENDING OPERATIONS

2.1 *This Chapter surveys and analyzes the main Bank activities to support Bank objectives<sup>8</sup> and country programs.* Section A discusses aggregate trends in approvals, disbursements, and the portfolio. A more disaggregated treatment of the portfolio follows in Sections B to D, covering the lending instruments, Recipient Executed Trust Fund projects, and client segments. Section E discusses important Bank activities not included in the portfolio and raises issues of portfolio definition. Section F describes the trends in AAA, an important component of Bank support to country programs and projects. Section G summarizes the recommendations from this Chapter.

2.2 *The main messages in this Chapter are:*

- While approvals in terms of commitment over the past five years have been relatively steady, the Bank's response to the current global financial crisis will result in an increase in lending over the medium term. The challenge will be to maintain quality.
- The major shifts in portfolio are increases in the shares of IDA and Infrastructure. The growth in infrastructure lending was a successful response to the 2003 Infrastructure Action Plan. There has been significant growth in Fragile States lending.
- Net resource transfers have been occurring in IDA, but not in IBRD. There were large prepayments in IBRD, mainly in LCR, resulting in a net negative resource transfer of about \$10 billion in IBRD during FY05-08.
- Half of Bank lending in terms of commitment during the past three years went to finance and private sector development and public sector governance themes. IDA lending focused on human and social development while IBRD lending emphasized growth.
- Additional Financing and Simple and Repeater projects have been increasing over the past three years. There is scope for using expedited procedures for Simple and Repeater projects, as in the case of Additional Financing projects.
- The portfolio does not include some large Bank activities that have a significant impact on country programs. The rationale for what activities to include in the Bank portfolio needs rethinking.

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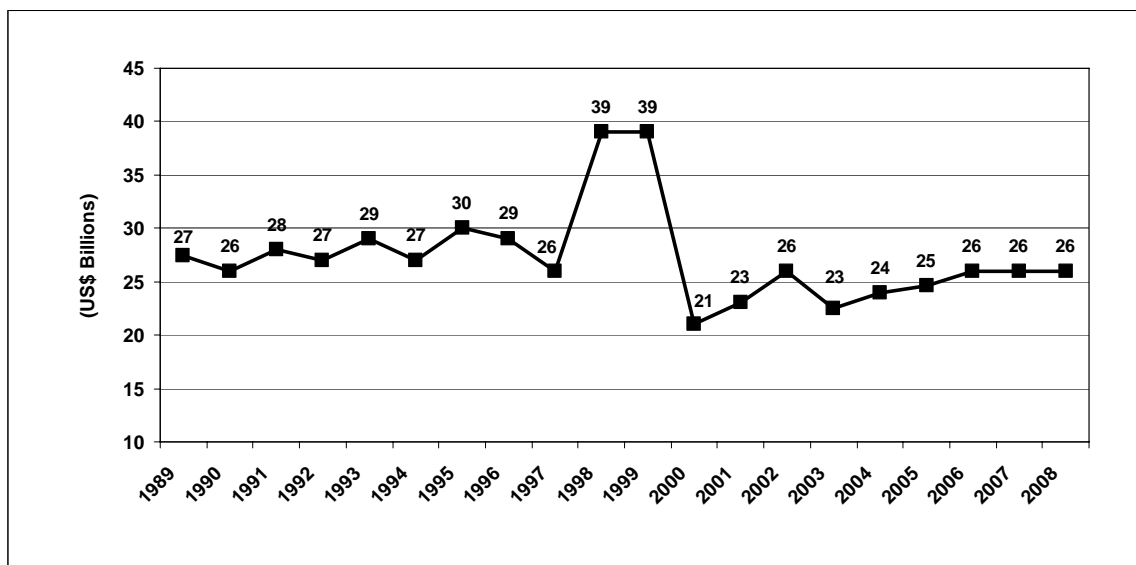
<sup>8</sup> These objectives are from strategy papers at the Bank-wide, Regional, and Sector levels.

## A. AGGREGATE TRENDS

### Approvals

2.3 *Bank lending in real terms has been slowly increasing during the past five years, and is expected to dramatically increase during the next three years.* Figure 2.1 shows the lending levels over a 20-year period in real terms. In response to the Asian and Russian crises, average annual Bank lending increased by about 40 percent in real terms during FY98-99 compared to the preceding ten-year period before declining to more “normal” levels starting FY00. In response to the current financial crisis, the Bank plans a significant increase in IBRD lending over the medium term. There are also plans to increase IDA lending during the next three years. The challenge is to maintain quality during this period of strong lending growth.

**Figure 2.1: Annual Bank Lending (FY89-08)  
(In FY08 US\$ Billion)**



Source: Business Warehouse

2.4 *A review<sup>9</sup> by IEG of the Bank’s response to past financial crises leading to temporary increases in Bank lending emphasizes three important lessons.* First, past crisis support was much more successful when it was nested in a results framework that incorporated post-crisis recovery, had selective coverage, and focused on the Bank’s comparative advantage. Second, the appropriateness of lending instruments and the quality of internal organizational arrangements mattered. Third, coordination among key partners was critical.

2.5 *In terms of sectors, the main growth area in Bank-wide lending was in the infrastructure area* (see Table 2.1). The share of infrastructure sectors<sup>10</sup> in lending was about 40 percent during FY06-08, compared to about 30 percent during FY03-05. This growth is

<sup>9</sup> *Lessons from World Bank Group Responses to Past Financial Crises*, IEG, 2008.

<sup>10</sup> The following sectors are included in the infrastructure group: Transport; Water, Sanitation and Flood Protection; Energy and Mining; and Information and Communication.

attributable to the effective implementation of the Infrastructure Action Plan of 2003. The Transportation Sector accounted for about half of infrastructure lending with the Water, Sanitation, and Flood Protection Sector having a quarter share.

**Table 2.1: Sectoral Distribution of Lending (FY04-08)  
(Percent Share of Commitments Using 3-Year Moving Average)**

Major Sector	FY04	FY05	FY06	FY07	FY08
	% Bank-wide				
Agriculture, Fishing, and Forestry	7	8	8	8	7
Public Administration, Law, and Justice	26	24	25	24	23
Infrastructure	28	31	32	35	40
Human Development	24	24	20	19	17
Finance, Industry and Trade	15	13	15	14	13
Total	100	100	100	100	100

Notes:

1. Infrastructure Includes Energy and Mining; Transportation; Information and Communication; Water, Sanitation, and Flood protection.
2. Human Development includes Education, Health, and Other Social Services.

2.6 *In terms of themes, about half of Bank lending during FY06-08 focused on Finance and Private Sector Development and Public Sector Governance* (see Table 2.2). About 30 percent of lending went to Finance and Private Sector Development,<sup>11</sup> mainly in infrastructure, regulation and competition, and enterprise and banking restructuring. About 20 percent of lending supported Public Sector Governance, mainly in public expenditure and civil service reform. There was a significant decline in the combined shares of Human Development and Social Development lending to 24 percent during FY06-08, compared to 33 percent during FY03-05.

**Table 2.2: Thematic Distribution of Lending (FY04-08)  
(Percent Share of Commitments Using 3-Year Moving Average)**

Major Themes	FY04	FY05	FY06	FY07	FY08
	% Bank-wide				
Economic Management	4	3	2	2	1
Public Sector Governance	21	16	17	16	17
Financial and Private Sector Development	24	22	27	25	28
Social Development/Gender/Inclusion	15	17	15	14	11
Human Development	14	16	13	14	13
Urban Development	7	8	8	9	10
Rural Development	8	10	10	11	10
Environment and Natural Resources Management	6	9	9	9	9
Total	100	100	100	100	100

Notes:

1. Public Sector Governance includes Rule of Law.
2. Finance and Private Sector Development include Trade and Integration.
3. Social Development/Gender/Inclusion includes Social Protection and Risk Management.

<sup>11</sup> The Finance and Private Sector Development theme includes the sub-theme “infrastructure for private sector development” which falls under the SDN rather than the FPD Network.

## Disbursements

2.7 **Gross disbursement performance was steady in FY08.** The Bank-wide disbursement ratio – computed on Investment Lending - was at 22 percent in FY08, about the same as last year. There was notable improvement in the disbursement ratio for Fragile States, increasing from 27 percent in FY07 to 37 percent in FY08. There is scope for improving Bank-wide disbursement performance, which was at 24 percent in FY06. First, the results from the recent QALP show that there is scope for improving Quality of Implementation. Second, the increased share in Additional Financing and Simple and Repeater Projects should result in faster disbursements.

2.8 **Net resource transfers have been occurring in IDA, but not in IBRD.** Bank-wide gross disbursements have been at the \$19.6-\$20.8 billion range over the past three years, with the IBRD disbursements declining from \$11.9 billion to \$10.5 billion. For IDA, annual net disbursements have been steady at about \$6.8 billion during the past three years. For IBRD, gross disbursements and scheduled repayments were about equal during the past three years; however, there were large prepayments especially in FY07, mainly in LCR, resulting in a total of \$10 billion of negative net disbursements for IBRD during the period FY06-08. Table 2.3 provides the Gross and Net Disbursement performance for IBRD and IDA during FY06-08.

**Table 2.3: Gross and Net Disbursements (FY06-08)**  
(In Nominal US\$ Million)

	FY06			FY07			FY08		
	IBRD	IDA	Total	IBRD	IDA	Total	IBRD	IDA	Total
Gross Disbursements	11,883	8,910	20,793	11,055	8,579	19,635	10,490	9,160	19,650
Scheduled Repayments	11,556	2,147	13,703	10,894	1,901	12,795	10,960	2,279	13,239
Disbursements Less Repayments	327	6,763	7,090	161	6,678	6,839	-470	6,881	6,410
Prepayments	2,068	0	2,068	6,354	0	6,354	1,659	0	1,659
Net Disbursements	-1,741	6,763	5,022	-6,193	6,678	485	-2,129	6,881	4,752

Source: SFR.

## Portfolio

2.9 **The Bank's portfolio<sup>12</sup> at end-FY08 consisted of 1,617 operations with net commitments of \$111.7 billion.** The relative shares of IBRD and IDA<sup>13</sup> in the portfolio have shifted over the past five years. The IBRD share of the portfolio in FY08 was 51 percent, compared to 59 percent five years ago, with IDA share increasing from 39 percent to 43 percent during the same period.<sup>14</sup>

<sup>12</sup> See Box 1 for a description of the portfolio.

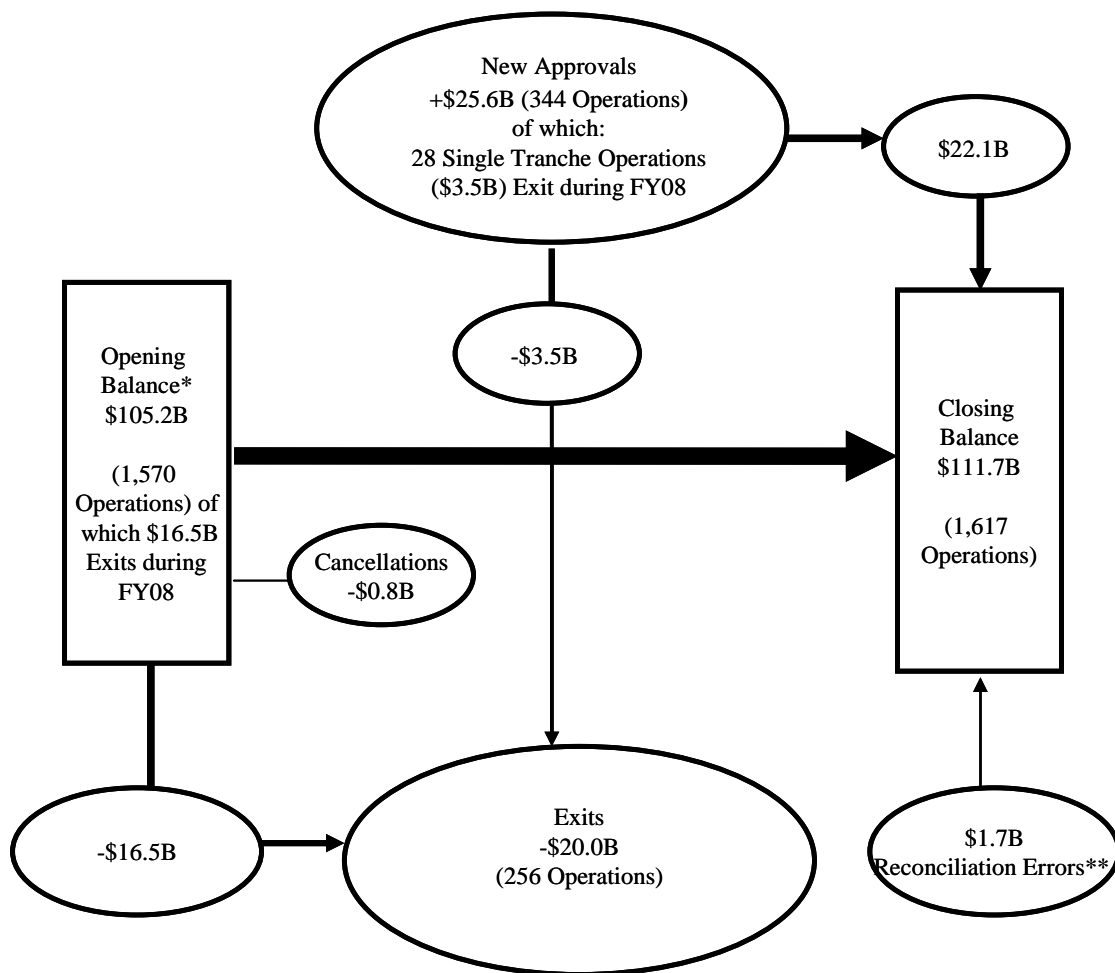
<sup>13</sup> IBRD and IDA in this paragraph refer to sources of funds.

<sup>14</sup> As noted earlier, there was a change in the portfolio definition at end-FY08 with the include of certain RETF projects. Even adjusting for this change, the shift in shares of IBRD and IDA still holds.

### BOX 2.1: THE PORTFOLIO DYNAMICS

The portfolio as defined in the ARPP is a “stock” concept. Lending by contrast is a “flow.” The Bank portfolio consists of the IBRD loans, IDA credits and grants, Recipient-Executed Trust Funds, GEF grants, Montreal Protocol, and Special Financing operations (financed in part out of the Bank’s net income). It only includes operations that are active at the end of the fiscal year. It excludes operations which are closed or fully disbursed during the year. It is recorded as the sum of individual operations’ commitments, net of cancellations, if any. The chart below illustrates those relationships for FY08 based on the Business Warehouse (BW) data.

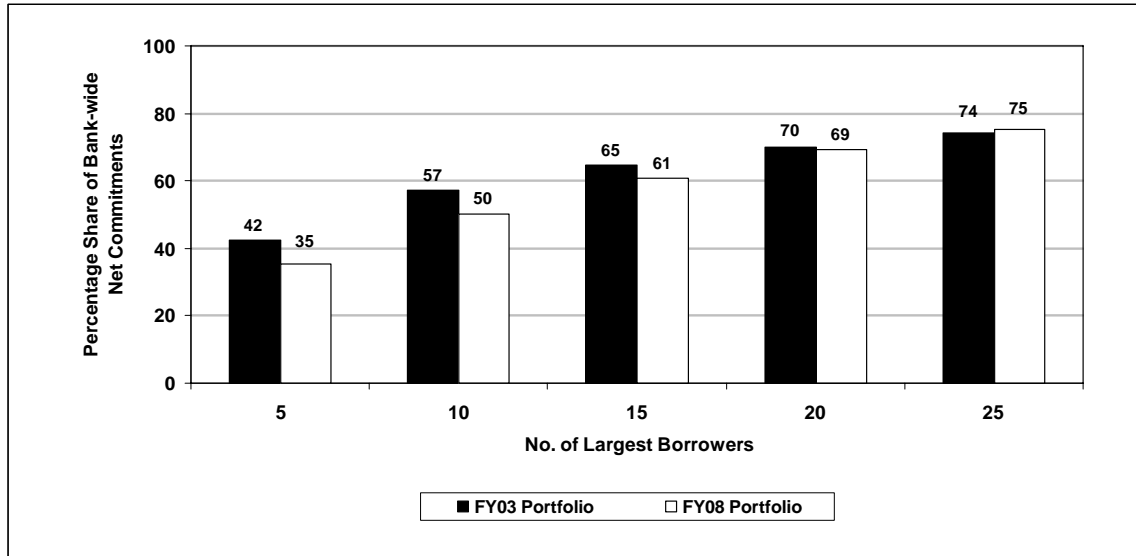
The following additions have been retrofitted to the FY08 Opening Balance: a) Recipient-Executed Trust Funds that were approved prior to FY08, and recently moved to the Portfolio; and b) Recipient-Executed Trust Funds that were approved prior to FY08, and exited the portfolio during FY08.



- The Reconciliation Errors includes the following: a) Projects closed in previous fiscal years, which were reopened during FY08; and b) Projects closed in previous fiscal years, which were reopened and closed during FY08.

2.10 *The portfolio is less concentrated compared to five years ago* (see Figure 2.2). The end-FY08 portfolio included operations in 125 countries, with the top ten borrowers accounting for half the portfolio, compared to 57 percent five years ago. Colombia, Nigeria, and Ethiopia replaced Mexico, Russia, and Bangladesh in the top 10 list. About 65 percent of the smallest borrowers accounted for 10 percent of the portfolio in FY08, about the same proportion as five years ago.

**Figure 2.2: Portfolio Concentration (FY03 vs. FY08)  
(Percent Share of Net Commitments)**



Source: Business Warehouse

## B. LENDING INSTRUMENTS

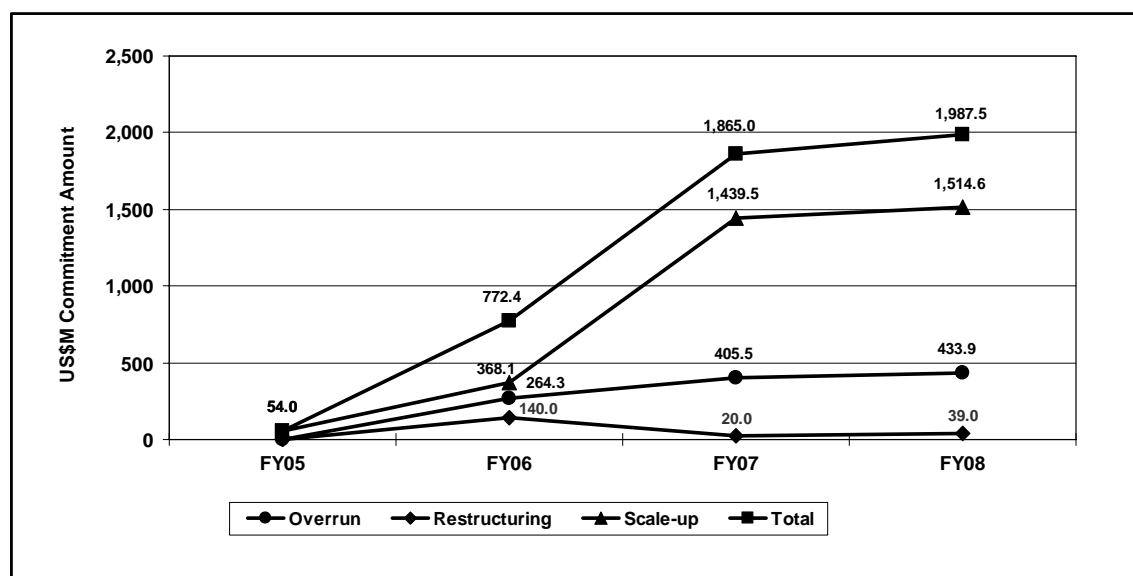
### Investment Lending

2.11 *Investment loans/credits, accounting for 75 percent of FY08 approvals, remain the main instrument for delivering financial services and support to clients.* Sector investment loans have been the main vehicle for investment lending in terms of both number of approvals and commitment. The share of stand-alone Technical Assistance Loans (TAL) declined in terms of both number of approvals and commitment in the face of declining demand in IBRD countries and increased utilization of Non-Lending Technical Assistance and Recipient Executed Trust Funds (RETF) for IDA capacity building. However, the share of simple and repeater projects has increased to 19 percent of approvals in terms of commitment in FY08, compared to seven percent five years ago.

2.12 *About \$2.0 billion of Additional Financing projects were approved in FY08, a slight increase from last year.* The use of Additional Financing took off in FY07 with the introduction of guidelines for this instrument in June 2005. Transport Sector and Agriculture and Rural Development Sector projects accounted for about half of Additional Financing approvals in FY08, with each Sector having a 25 percent share. Scale up accounted for 76 percent of

Additional Financing approvals, with overruns having a 22 percent share (see Figure 2.3). OPCS recently completed a review<sup>15</sup> of Additional Financing and the findings include: (a) the implementation track record of Additional Financing operations has been satisfactory; (b) Additional Financing has provided opportunities to strengthen implementation arrangements; and (c) users are uniformly satisfied with the Additional Financing instrument.

**Figure 2.3: Additional Financing Commitments by Type (FY05-08)**  
(In Nominal US\$ Million)



Source: Business Warehouse

2.13 *There may be scope for using Additional Financing procedures for Repeater projects, which are basically scale-ups of existing projects.* Another option is for Repeater projects to be processed as Additional Financing, which may require some relaxation of Additional Financing guidelines, such as the maximum number of years the closing date can be extended. OPCS is undertaking a review of IL reform and exploring options for processing operations by risk, building on the experience with Additional Financing. There are major efficiency gains to be made by using Additional Financing procedures. Average preparation cost for Additional Financing projects is about \$50k, compared to \$224k for Repeater projects. Preparation time for Additional Financing projects is about four months, compared to 11 months for Repeater projects.<sup>16</sup>

2.14 *Regional projects and programs are growing as cross border dimensions of environment, health, infrastructure and trade facilitation take on greater importance.* About \$2.5 billion worth of regional projects are recorded in the portfolio as of end-FY08, though this amount is probably understated since many regional projects are classified as country level operations. Regional projects are concentrated in AFR. Among the issues identified by QAG in its reviews of regional projects are long preparation times, high preparation costs, and inadequate

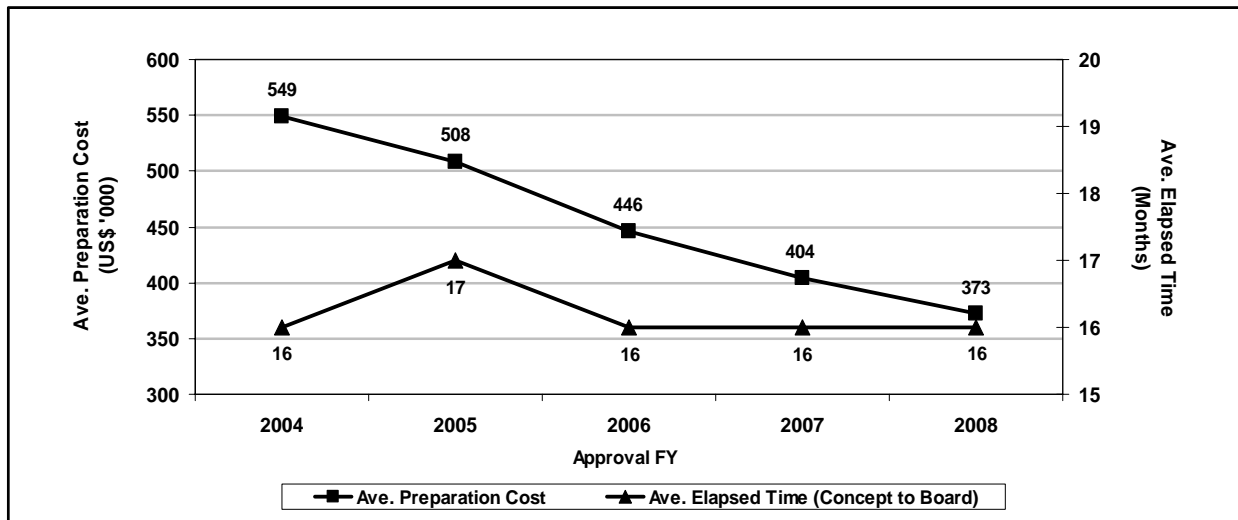
<sup>15</sup> Additional Financing: Responding to New Needs Progress Report, OPCS, 2009.

<sup>16</sup> Figures on Additional Financing preparation cost and time cover the period FY05-08 and are from the paper Additional Financing: Responding to New Needs Progress Report, OPCS, 2009. Figures for Repeater project preparation cost and time also cover the period FY05-08 and are from OPCS.

supervision budgets. There is also a need to better integrate regional programs into country assistance strategies.

2.15 *There have been efficiency gains in investment lending over the past five years* (see Figure 2.4). Preparation cost has declined *in real terms* by about 30 percent over the past five years – this is consistent with the increase in the use of Simple and Repeater projects and Additional Financing. Preparation time declined in FY06 and has been steady since then – the increase in FY05 performance was mainly a one time increase in preparation time in the AFR Region to 21 months compared to 16 months in FY06. Since FY06, AFR average preparation cost and time saw significant declines. However, regional projects on average have doubled the preparation cost and quadrupled preparation time compared to regular projects, though this product line has accounted thus far for less than five percent of approvals Bank-wide during the past three years.

**Figure 2.4: Preparation Time and Cost per Investment Loan/Credit (FY04-08)  
(In FY08 US\$'000)**



Source: Business Warehouse

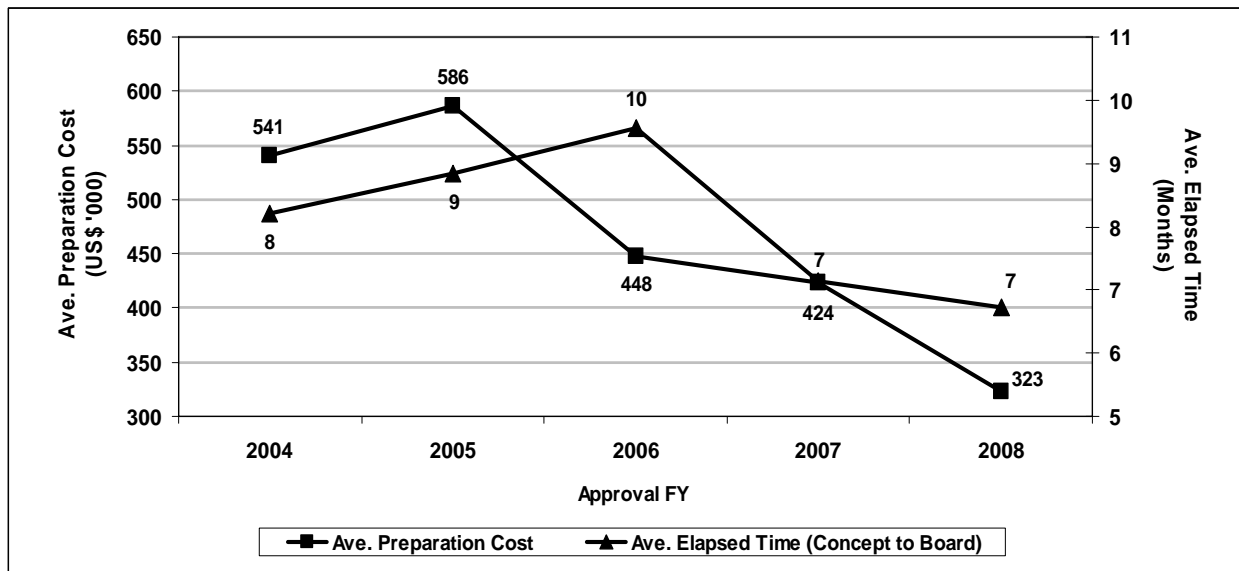
## Development Policy Operations

2.16 *Development Policy Operations accounted for about 15 percent of the number of approvals and 25 percent of commitments in FY08.* IBRD used DPOs to deliver about 30 percent of its lending in terms of commitments during the past five years, compared to about 25 percent for IDA. LCR processed about one-third of the DPOs during this period in terms of commitments, reflecting large demand of Middle Income Countries in the Region for utilization of this instrument to support second generation reform programs in a wide range of sectors and themes. AFR, ECA, and SAR each have about 15 percent share of DPOs in terms of commitments. By number, AFR delivered the most DPOs, mainly to provide recurring support for the implementation of poverty reduction strategies.



2.17 *DPO preparation cost and time have been declining since FY05, when policies and processes guiding DPOs were restructured* (see Figure 2.5). Programmatic DPOs have become the widespread approach, accounting for about 70 percent of DPOs in FY08 in terms of both number and commitment. Under programmatic operations, the Bank supports the implementation by borrowing countries of a medium term program through a phased series of typically single tranche loans, each disbursed on the basis of completed actions. DPOs have an average project life of about one year.

**Figure 2.5: Preparation Time and Cost per Development Policy Operation (FY04-08)**  
(In FY08 US\$'000)

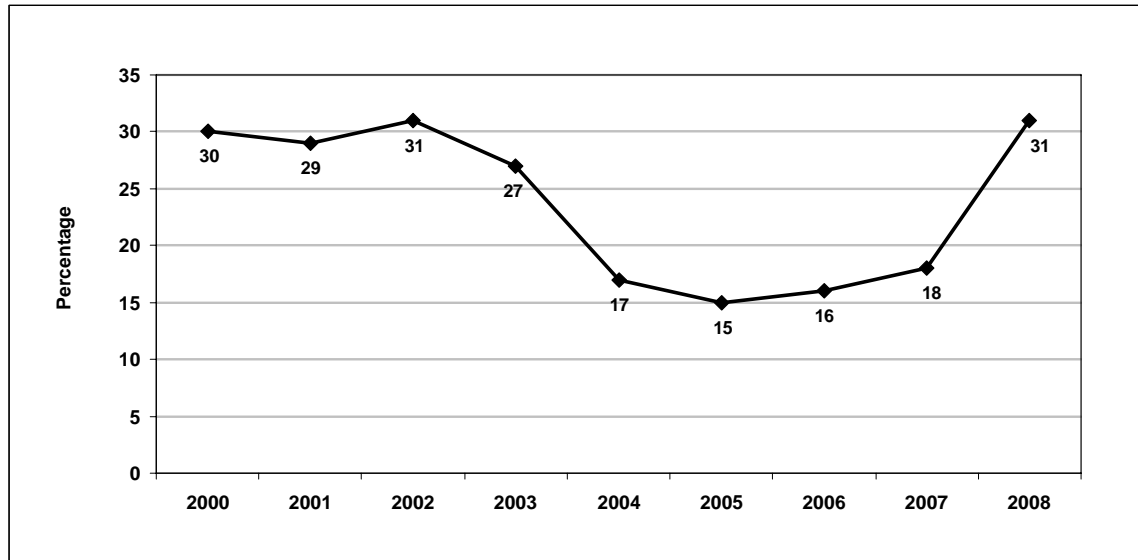


Source: Business Warehouse

### Cost of Dropped Projects

2.18 *The cost of dropped projects averaged \$30 million annually from FY00 to FY07.* Since FY00, the cumulative amount spent on dropped projects exceeded \$230 million. During FY08, QAG reviewed 120 dropped projects, to assess the value for money of projects dropped before Board. The objectives of the review were to remedy past neglect and bring possible wastage into perspective, and to suggest to management and staff how projects could be dropped earlier, and any wastage curtailed. Figure 2.6 gives the cost of dropped projects as a percentage of the preparation cost of projects approved during the year. The spike in the rate in FY08 is mainly due to a clean-up in LCR.

**Figure 2.6: Preparation Cost of Dropped Projects as Percent Of Preparation Cost of Approved Projects (FY00-08)**



Source: Business Warehouse

2.19 *The review found that the average annual cost of dropped projects could be reduced by almost half.* The sample of dropped projects reviewed had a total cost of \$60 million, or about \$500k per project. The review estimated that \$26 million could have been used more productively; the other costs were justifiable as part of doing business. In two-thirds of the cases studied, projects lingered in the pipeline and costs escalated before a drop action was finally taken.

2.20 *Among Regions, ECA had the lowest costs and shortest preparation time before dropping.* EAP projects had the highest value for money and quality of process. These two regions have developed exception reporting systems to identify stalled projects which may be candidates for dropping. SAR also has a process in place, and MNA is currently developing a similar system. AFR and LCR had high costs and long preparation time before dropping projects.

2.21 *QAG has expanded its quarterly portfolio reports to include pipeline monitoring, to help identify over-aged preparation codes which appear to be stale.* QAG recommends that Regions use the QAG reports and the existing \$30k milestone to identify and drop stale activities as part of routine portfolio management. In addition, Regions should review about 170 projects recorded as under preparation for over two years and identify those that should be dropped.

### C. RECIPIENT EXECUTED PROJECTS FINANCED FROM TRUST FUNDS

2.22 *Projects financed from the Global Environment Facility (GEF) and the Montreal Protocol (MP) have been part of the portfolio since FY00.* As of end-FY08, the GEF portfolio stood at \$1.5 billion mainly in three Regions – AFR, EAP and LCR. The Montreal Protocol portfolio is smaller with net commitments of \$0.9 billion at end-FY08. EAP accounts for about

80 percent of the MP portfolio. Based on IEG evaluations, the performance of GEF and MP projects has been above Bank-wide average.

**2.23** *Starting FY08, additional Recipient Executed projects using Trust Funds were included in the portfolio resulting in an increase in the FY08 portfolio size by 90 projects and about \$4 billion in net commitments.* Only Recipient Executed projects using Trust Funds above \$5 million are included in the portfolio, and are subject to Bank procedures for investment lending, for approvals, supervision, and ex-post evaluation. Total annual approvals of Recipient Executed using Trust Funds above \$5 million during the past three years were about \$600 million.

#### D. CLIENT SEGMENT

##### IBRD

**2.24** *The emphasis of IBRD lending during FY06-08 compared to previous periods has shifted toward growth, and less so on social and human development.* The share of Finance and Private Sector Development lending in IBRD grew from 24 percent in FY03-05 to 35 percent in FY06-08. During the same periods, Social and Human Development Lending in IBRD declined from 29 percent to 16 percent. A recent IEG evaluation<sup>17</sup> found less progress in three important issues included in many IBRD CASs: (a) addressing inequality; (b) fighting corruption; and (c) meeting environment challenges.

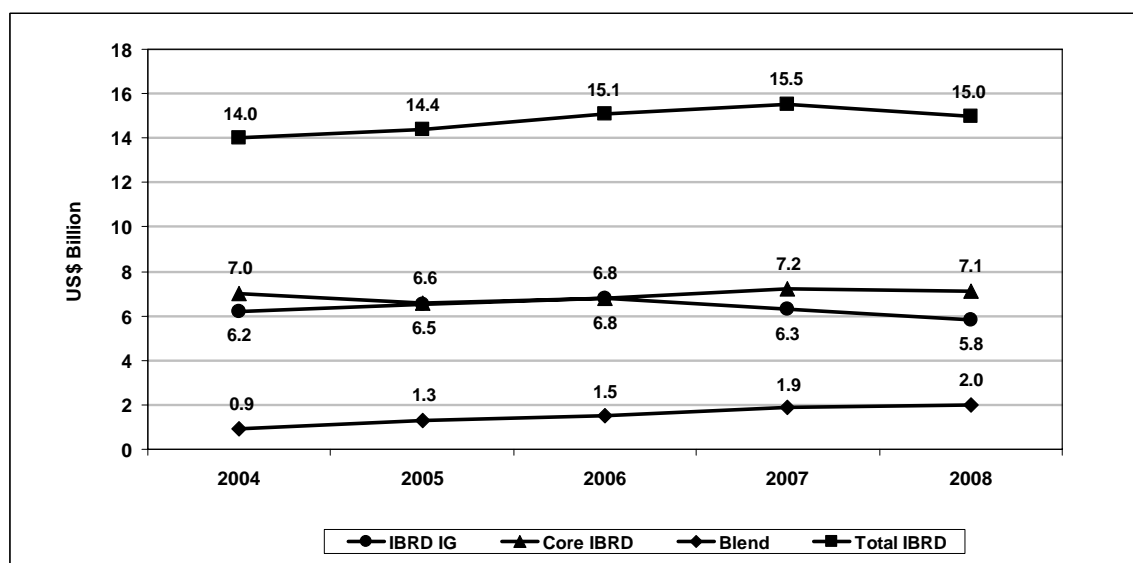
**2.25** *The Bank has been responding to the changing environment in IBRD client countries.* Over the past five years, IBRD lending has been facing a constrained environment with a contraction of real demand for sovereign external financing. In response, there has been an evolution in the way the Bank supports IBRD clients in meeting their development needs. In September 2007, the Bank simplified and reduced loan charges to IBRD clients. Nonetheless, lending to Investment Grade IBRD countries has been declining over the past five years, with many of them opting for reimbursable AAA work. However, with the current global financial crisis, IBRD lending is expected to increase in the medium term as the Bank responds to requests for support from affected countries.

**2.26** *Lending to core IBRD clients continues to be stable* (see Figure 2.7). These countries do not have the same access to financial markets as the Investment Grade countries. In many cases, the core IBRD countries are those that need both financial and knowledge services from the Bank. SFR analysis a year ago indicates that the majority of these countries have lending programs that are 55 percent below the lending envelope.

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<sup>17</sup> *Development Results in Middle-Income Countries: An Evaluation of World Bank's Support*, IEG 2007.

**Figure 2.7: IBRD Approvals by Client Segment (FY04-08)**  
**(In FY08 US\$ Billion)**  
**(3-Year Moving Average)**



Source: Business Warehouse

## IDA

**2.27** *The distribution of IDA lending reflects a stronger emphasis than in IBRD on human and social development.* About one-third of IDA lending during FY06-08 went to Social and Human Development, double that of IBRD. Finance and Private Sector Development had a 20 percent share in IDA, compared to over one third of the FPD share in IBRD lending.

**2.28** *Lending to Fragile States<sup>18</sup> increased by more than 60 percent to \$2.7 billion in FY08 compared to FY07.* The share of Fragile States in IDA approvals has also increased to 27 percent, compared to 21 percent last year. In addition, about 60 percent of RETF approvals were in Fragile States. Almost 70 percent of lending to Fragile States went to post conflict countries. The risks of lending to Fragile States are relatively high – about 40 percent of the projects exiting the portfolio in FY05-07 were rated unsatisfactory by IEG in terms of achieving objectives.

## E. OPERATIONS NOT INCLUDED IN THE PORTFOLIO

**2.29** *The Bank portfolio described above does not include major Bank activities that have a significant impact on Bank objectives and country programs.* These activities provide or mobilize several billion dollars of resources in support of country programs and projects. Guarantee operations (discussed below), which expect to mobilize \$20 billion in resources, are not included in the portfolio. In addition, at end-FY08, the Bank had about \$26 billion of Trust Funds with \$6.7 billion of disbursements in FY08. The portfolio captures about \$2.1 billion of RETF disbursements, including large RETF projects, GEF projects and cofinancing TFs (the

<sup>18</sup> Based on the list of Fragile States as of May 2008.

associated IDA/IBRD projects in the portfolio). The current definition of what is included in the portfolio may need to be updated, to ensure that the portfolio reflects the full set of activities that support country programs and Bank objectives.

## **Guarantees**

**2.30** *By the end of FY08, 33 Guarantee operations amounting to \$2.8 billion had been approved by the Board in 25 countries since the inception of the Program.* Approvals include eight Partial Credit Guarantees (PCG), 23 Partial Risk Guarantees (PRG), and two Policy-Based Guarantees. The majority of approvals since inception of the Guarantee program have been for infrastructure projects, with AFR accounting for most approvals and potential guarantee operations. Partial Risk Guarantee covering debt service default on loans to private sector projects caused by government failures to meet contractual obligations to private investors is the most common type of guarantee used in recent years. The PCGs and the PRGs support projects worth more than \$20 billion by enhancing sovereign access to commercial markets and catalyzing private investment. During fiscal 2008 all projects supported by Bank guarantees performed according to the contractual parameters.

**2.31** *There were no guarantee approvals in FY08.* Bank management is currently conducting an intensive examination of the constraints to broader use of IBRD/IDA guarantees, and will implement an action plan in the coming months. In addition, a new review of the IDA Guarantee Program is currently under preparation to request an extension of the current envelope of US\$500 million. Two previous reviews of the IDA Guarantee Program were conducted in 2001 and 2005.

## **Climate Investment Funds**

**2.32** *The total amount pledged by 12 countries to the Climate Investment Funds (CIF) and Strategic Climate Fund (SCF) has a current value of US\$ equivalent 5.7 billion based on current exchange rates.* It is expected that these funds will be used to scale up financing for climate change, using country based grants and highly concessional loans, through multilateral banks, including the WBG. The CIF will not have its own product line. World Bank implemented CIF-financing will be provided as supplemental loans fully blended with WBG financing.

## **Global Programs and Partnerships**

**2.33** *In FY08, the Bank was involved in about 190 Global Programs and Partnerships to varying degrees.* More than \$3 billion were disbursed under these GPPs as of end-FY08, of which about 95 percent were funded out of trust funds. The Development Grant Facility (DGF) was also an important source of financial support for the Bank to engage partners on high priority initiatives that complement Bank country programs. The DGF funded 50 programs in FY08 (for the FY09 cycle) to the tune of \$168 million, slightly less than the previous four years. The two window funding approach was introduced in FY02 to distinguish between programs tackling long term development (Window One) and those meriting support up to three years (Window Two). In FY08, DGF funded 17 programs in Window One amounting to \$89 million, 29 programs in Window Two amounting to \$32 million, four Special Programs amounting to

\$45 million. The Bank participation in GPPs helps mobilize donor support – the current GPPs have a total value of \$2 billion.

2.34 *The Bank has been taking steps to better align global programs with country operations.* Good Practice Guidance for Integration and Effectiveness of Global Programs at Country Level was prepared in coordination with other development partners. Many of the DGF supported global programs fund operations at the country level, and there is often a strong policy content and capacity building element to this assistance that are enhanced through stronger linkages to country assistance strategies and annual work programs. The GPP review processes incorporate a more focused consideration of the potential linkages between GPPs and country operations. The Board approved a TF management framework, as well as the recently revised OP/BP 14.40 on Trust Funds, both call for the mainstreaming of TFs in the Bank's business processes. In addition, the SDN Front Office has recently completed Phase One of its review of GPPs towards improving efficiency and alignment with RVPs and external partners.

## Recommendations

2.35 *There should be a review of the definition of the Bank's portfolio.* Not all of the Bank operations involving resource transfers are included in the portfolio, which therefore does not reflect accurately the breadth of Bank activities. In addition, the portfolio captures only Bank and Trust Fund commitments, and does not provide the total project cost or resources mobilized. With a new set of strategic themes to guide Bank activities, it may be opportune to review how the portfolio could provide information that would enable Management to more effectively evaluate progress in implementing Bank strategies.

2.36 *There may be a case for reviewing the Bank policies and quality assurance processes on Trust Funds towards establishing uniform principles focusing on three aspects.* First, because there are reputational and fiduciary risks involved, the extent and nature of these risks should guide the design of policies and procedures covering these operations. Second, the results focus should be strengthened, including by ensuring that there are mechanisms for tracking progress towards outcomes and eventually an assessment of completed projects and programs. Third, given the Bank's country operational model, there should be better integration of these operations with country programs. This review could be done in the context of the monitoring by the Global Partnership and Trust Fund Operations Unit of the implementation of the Trust Fund Management Framework, and build on the ongoing initiatives in SDN with respect to GPPs and climate investment funds.

## F. ANALYTIC AND ADVISORY ACTIVITIES

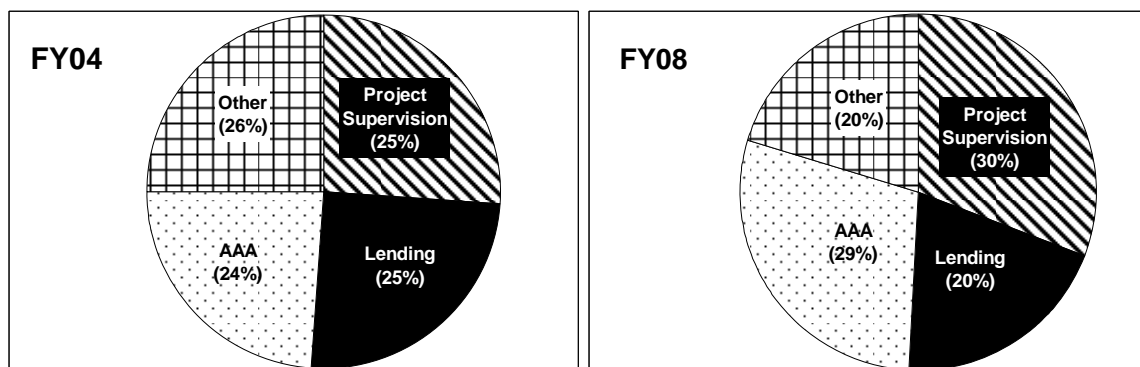
### Growth

2.37 *The share of Analytic and Advisory Activities in country services expenditures increased from 24 percent in FY04 to 29 percent in FY08* (see Figure 2.8). The Bank spent \$261 million<sup>19</sup> in FY08 in AAA, more than on lending and almost as much as on supervision. The increase in AAA expenditures is occurring in three client segments: (a) IBRD countries

<sup>19</sup> The cost figures include BETFs and are based on Q4 QBR.

which are opting for more “knowledge led” programs; (b) Fragile States in response to the 2002 LICUS Task Force Report calling for a greater share of knowledge services in Bank programs; and (c) multi-country AAA, at the global, regional, and sub-regional levels.

**Figure 2.8: AAA as Share of Country Services Expenditures (FY04 vs. FY08)  
(Percentage)**



Source: Business Warehouse

Notes: Expenditures include BB and BETF

Totals may not add up to 100% due to rounding

**2.38 Ten countries accounted for about 25 percent of AAA deliveries over the past five years based on completion costs.** The completion cost of all AAA deliveries during FY04-08 totaled almost \$1 billion. During this period, the Bank delivered more than \$40 million worth of AAA to India and about \$35 million to China. Bank Executed Trust Funds covered the costs of about 40 percent of ESW and TA activities in FY08.

## Instruments

**2.39 There has been a major shift in composition of AAA from Economic and Sector Work (ESW) to Non-lending Technical Assistance (NLTA) activities.** The share of NLTA in cost of completed AAA has increased from less than 30 percent in FY04 to about 50 percent in FY08 as country units increased their support to clients in the areas of policy implementation and capacity building. The highest growth was in the “How To” Guidance component of NLTA. Basically, the trend in AAA is less focused on policy advice and more on implementation support and institutional strengthening. Nonetheless, the latest QAG assessment found good value for money in cases where NLTA resources were used to implement ESW recommendations. Within ESW, there is a move from diagnostic work to demand driven work.

**2.40 The number and cost of core diagnostic reports delivered have declined substantially over the past five years** (see Table 2.4). Core diagnostic reports include Country Economic Memoranda/Development Policy Reviews, Country Financial Accountability Assessments, Country Procurement Assessment Reviews, Public Expenditure Reviews, Integrative Fiduciary Assessments,<sup>20</sup> and Poverty Assessments. In FY08, there were 50 core diagnostic reports delivered at a cost of \$13 million. In FY04, the number delivered was 122 reports at a cost of

<sup>20</sup> Integrative Fiduciary Assessments typically incorporate work done in two of the following three reports: CPARs, CFAAs, and PERs.

over \$24 million. Starting in FY05, the frequency of core diagnostic reports<sup>21</sup> was programmed on a country by country basis depending on the types and level of Bank engagement and partner country priorities and circumstances. More importantly, with the Paris Declaration in FY05, the Bank continues to increase collaboration with donors/clients on preparing ESW.

**Table 2.4: Number and Unit Cost of AAA Deliveries by Output Type**

Reports	Deliveries (No.)					Initiation to Completion Costs (US\$ '000) [In Real Terms]				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>ESW Reports</b>	<b>487</b>	<b>501</b>	<b>472</b>	<b>411</b>	<b>369</b>	<b>97,087</b>	<b>109,456</b>	<b>114,674</b>	<b>114,866</b>	<b>84,712</b>
<b>Core Diagnostic Reports</b>	<b>122</b>	<b>90</b>	<b>81</b>	<b>68</b>	<b>50</b>	<b>28,900</b>	<b>24,878</b>	<b>23,954</b>	<b>28,359</b>	<b>13,314</b>
PA	19	19	21	15	6	8,081	4,915	7,905	7,652	1,821
CEM/DPR	26	23	23	10	12	7,800	11,243	7,938	5,771	5,466
PER	29	22	19	25	18	6,995	5,835	3,934	11,051	4,208
CFAA	23	10	8	2	3	2,917	860	548	350	306
CPAR	24	14	1	2	5	2,592	1,593	93	256	678
PFP	1	2	9	14	6	515	433	3,536	3,280	835
<b>Other Diagnostic Reports</b>	<b>123</b>	<b>140</b>	<b>123</b>	<b>94</b>	<b>104</b>	<b>21,967</b>	<b>25,028</b>	<b>28,569</b>	<b>21,186</b>	<b>21,547</b>
FSAP	20	14	18	14	24	5,434	3,593	4,918	3,912	5,191
Other	103	126	105	80	80	16,533	21,436	23,651	17,274	16,356
<b>Advisory Reports</b>	<b>242</b>	<b>271</b>	<b>268</b>	<b>249</b>	<b>215</b>	<b>46,220</b>	<b>59,549</b>	<b>62,151</b>	<b>65,320</b>	<b>49,852</b>
<b>ESW Policy Notes/Other Products</b>	<b>247</b>	<b>193</b>	<b>129</b>	<b>120</b>	<b>120</b>	<b>32,228</b>	<b>40,044</b>	<b>22,534</b>	<b>19,210</b>	<b>16,054</b>
Policy Note	152	193	129	120	120	18,227	40,044	22,534	19,210	16,054
Conference/Workshop	37	0	0	0	0	7,163	0	0	0	0
Consultations/Country Dialogue	58	0	0	0	0	6,838	0	0	0	0
<b>All ESW Products</b>	<b>734</b>	<b>694</b>	<b>601</b>	<b>531</b>	<b>489</b>	<b>129,315</b>	<b>149,500</b>	<b>137,208</b>	<b>134,075</b>	<b>100,766</b>
<b>TA Output Types</b>										
Client Document Review	22	21	21	33	44	3,515	3,316	2,524	7,959	3,520
Institutional Development Plan	92	90	70	84	89	19,729	15,575	19,823	18,833	17,275
Knowledge-Sharing Forum	102	132	77	97	84	15,955	23,741	17,175	19,790	15,079
Model/Survey	13	13	11	13	14	1,834	1,910	2,364	3,590	9,689
"How-To" Guidance	74	95	128	203	282	10,129	13,336	18,279	53,205	50,360
<b>All TA Products</b>	<b>303</b>	<b>351</b>	<b>307</b>	<b>430</b>	<b>513</b>	<b>51,163</b>	<b>57,878</b>	<b>60,165</b>	<b>103,377</b>	<b>95,925</b>
<b>All AAA Products</b>	<b>1,037</b>	<b>1,045</b>	<b>908</b>	<b>961</b>	<b>1,002</b>	<b>180,478</b>	<b>207,377</b>	<b>197,373</b>	<b>237,452</b>	<b>196,691</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
2. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.
3. Initiation to Completion Costs includes post-delivery costs.

## Efficiency

**2.41 Unit cost of delivered ESW declined in FY08.** This decline in per unit cost from FY07 by 13 percent in nominal terms occurred in all ESW categories – core diagnostic reports, other diagnostic reports, advisory reports, and policy notes. There has also been a marked improvement in delivery time for policy notes, from 14 months to 11 months. ESW products other than policy notes average 14 months to deliver to client, about the same as during the past five years.

**2.42 As a percent of cost of ESW tasks delivered, Post Delivery Expenditures increased marginally during the past five years.** The estimated percent of Post Delivery Expenditures to cost of tasks delivered was about 10 percent during the past five years. Post delivery

<sup>21</sup> In FY02, there was an effort to achieve complete core diagnostic coverage. Once achieved, it was left to Country and Sector Management discretion to update core diagnostics.



expenditures fund various activities occurring after the delivery to client, and include output finalization, translation of documents, and dissemination of findings. QAG assessments have argued for improved dialogue and dissemination of ESW findings. To assess the effectiveness and appropriateness of Post Delivery Expenditures, QAG has launched a review to be completed at end of FY09.

### **Areas of Improvement**

2.43 *Based on the QAG Country AAA Assessment, there are several areas for improvement.* First, there should be more focus on strengthening the results framework to enable a proper monitoring and evaluation of the effects of AAA products. This could be part of the OPCS ESW/TA review. Second, there should be a systematic evaluation of completed AAA tasks as in the case of lending operations – this would provide a mechanism for tracking the effectiveness of AAA in terms of achieving results and well as provide lessons for improvement. Third, Regions could improve management oversight of AAA.

## **G. RECOMMENDATIONS**

- Consider utilizing Additional Financing procedures for Repeater projects;
- Review definition of portfolio; and
- Review consistency of Trust Fund policies, procedures, and quality assurance as part of the implementation of the Trust Fund Management Framework.

### III. PORTFOLIO PERFORMANCE

3.1 *This Chapter focuses on the development effectiveness of Bank projects by reviewing the IEG evaluations of latest exits and discussing implications of QALP assessment as well as QAG learning reviews of the current portfolio.* This Chapter uses the IEG evaluations of exits up to FY07, since less than 50 percent of the FY08 exits have been evaluated. This Chapter discusses the risk structure of Bank projects approved in FY08, as well as risk and project reporting during implementation. The main messages from this Chapter are:

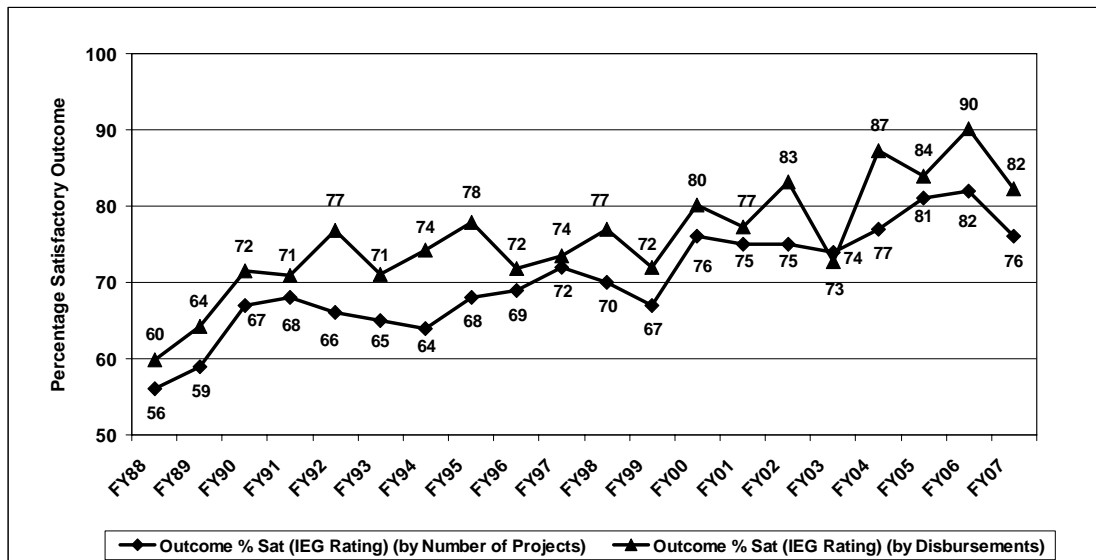
- After three years of improvement, the development outcomes of operations exiting the Bank's portfolio declined significantly in FY07. Deterioration in performance in AFR, HNP, PSG, and FPD were major contributors to the decline in FY07 compared to FY06.
- About 40 percent of Fragile States projects exiting in FY07 were rated Unsatisfactory by IEG. There was a divergence of performance between Fragile States projects in AFR and the rest of the Bank.
- Focusing on improving AFR performance would have a significant impact on overall Bank-wide outcomes. Based on FY05-07 exits, there is a significant gap between AFR and the rest of Bank performance.
- A QAG review of unsatisfactory projects during FY05-07 found that problems in project design led to poor implementation performance in implementing the projects. Bank supervision could have more effectively addressed design and implementation issues.
- Results from the recent CASCR reviews indicate an improving performance of country programs. However, the country program performance continues to be lower than project performance, pointing to opportunities for improving synergies among different Bank products.
- The QAG Quality Assessment of Lending Portfolio (QALP) estimates that about 75 percent of the QALP universe is likely to achieve its DOs. Nonetheless, there is sufficient time for teams and management to address portfolio issues to turn around problem projects.
- A QAG review of the FY08 project risk ratings shows that about a third of projects by commitment were rated as having High or Substantial residual risk. Three Regions – SAR, AFR, and EAP – rate at least half of their projects by commitments as having High and Substantial residual risk. The review noted lack of consistency in ratings, and recommends initiatives for improvement.

- Project performance reporting continues to be problematic and does not provide an effective system of tracking project risk and potential outcomes. Realism continues to be below management target, especially in IDA projects. The net disconnect has deteriorated in FY07. The QALP found that the DO risk ratings were underestimated by at least half.

### A. DEVELOPMENT OUTCOMES OF PROJECTS

3.2 *The percentage of projects exiting the portfolio with satisfactory development outcomes suffered a decline in FY07<sup>22</sup> compared to FY06* (see Figure 3.1). The share of FY07 exits with satisfactory outcomes in terms of number of projects was 76 percent, compared to 83 percent the previous year. In terms of disbursement, the decline was just as significant – 81 percent in FY07 compared to 90 percent the previous year. The declines<sup>23</sup> in terms of number of projects are traceable to lower performance in AFR, and in three Sector Boards compared to FY06 – Health, Nutrition and Population, Public Sector Governance, and Finance and Private Sector Development. Management will have to assess the FY08 performance to determine whether the FY07 decline is a one time event.<sup>24</sup>

**Figure 3.1: Bank-wide Project Performance (FY88-07)**  
**Percentage of Projects with Satisfactory Development Outcomes**  
**(By Number of Projects and by Disbursement)**



Source: IEG Evaluations

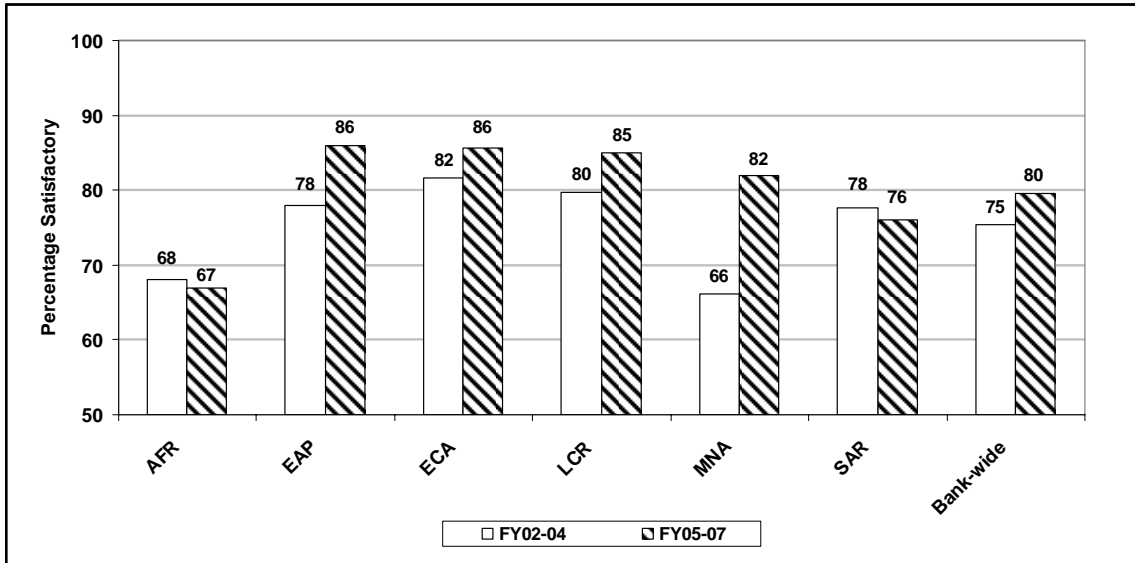
<sup>22</sup> As of February 23, 2009, about 85 percent of the FY07 exits have been evaluated by IEG. However, less than 50 percent of the DPOs have been evaluated by IEG, which evaluates programmatic DPOs after completion of the DPO series.

<sup>23</sup> Some changes in methodology in measuring project performance were introduced by IEG in FY07 to strengthen the robustness of project ratings and cover new elements of project design. IEG estimated the impact of methodology changes to be around one percentage point of the FY07 decline (see *Annual Review of Development Effectiveness, 2008*, IEG).

<sup>24</sup> The ARDE also noted the decline in FY07 performance, and in response, Management shared IEG's concerns, notably in noninfrastructure sectors and low income countries, and appreciated the need to be vigilant to ensure that the dip does not become a trend.

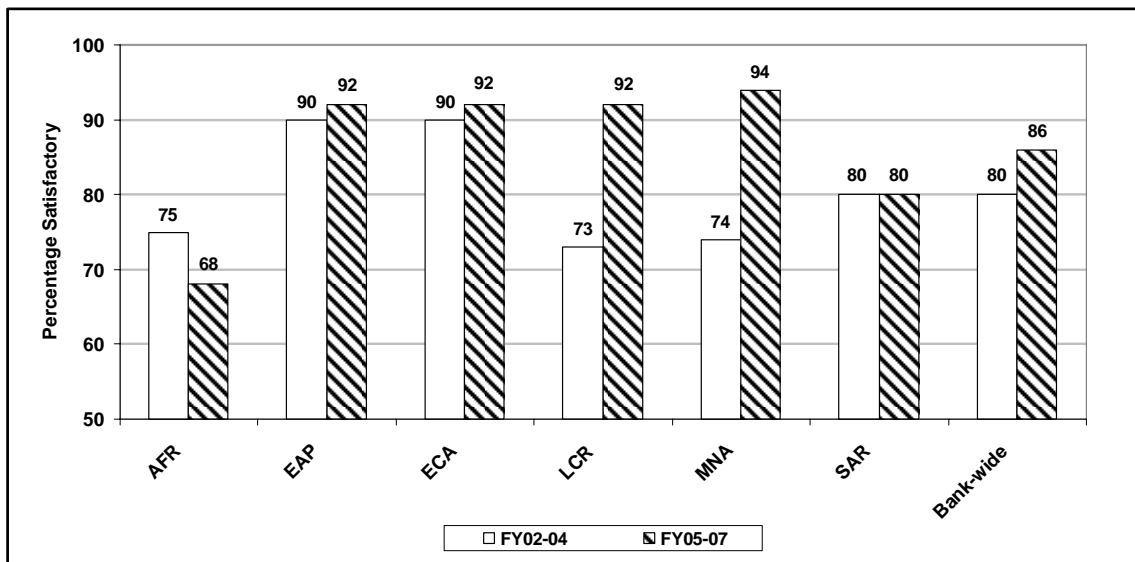
3.3 **Regional performance improved during FY05-07 compared to FY02-04 with the exception of AFR and SAR.** This is the case whether performance is measured in terms of number of projects or disbursements (see Chapter 4 for analysis of AFR performance). There were notable improvements in MNA when comparing the two periods. Both AFR and SAR were below Bank-wide average, though the AFR gap with the rest of the Bank was significant. Figures 3.2a and 3.2b compare Regional performance in FY05-07 to FY02-04.

**Figure 3.2 (a): Comparative Regional Performance (FY05-07 vs. FY02-04)  
(Percentage of Projects with Satisfactory Development Outcomes)  
(By Number of Projects)**



Source: IEG Evaluations

**Figure 3.2 (b): Comparative Regional Performance (FY05-07 vs. FY02-04)  
(Percentage of Projects with Satisfactory Development Outcomes)  
(By Disbursement)**

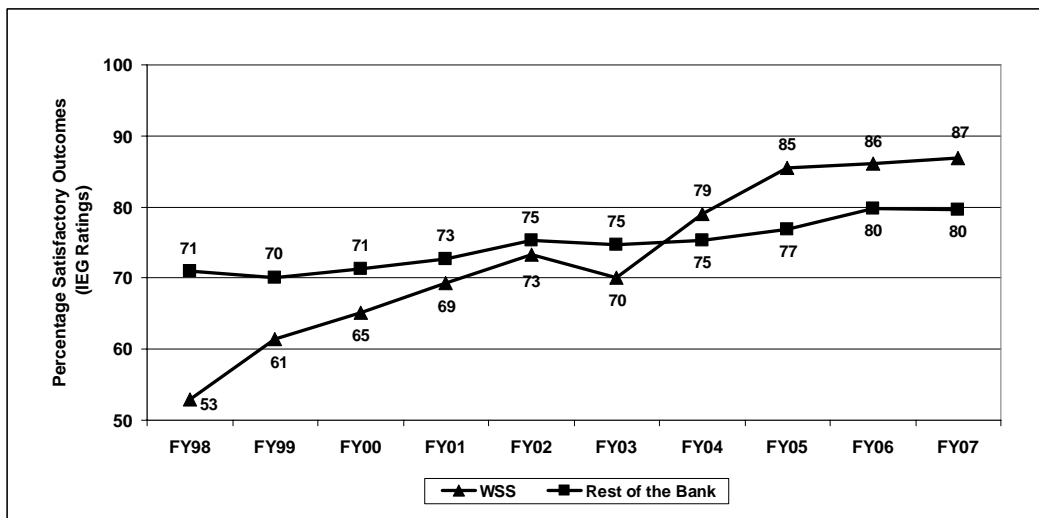


Source: IEG Evaluations

### BOX 3.1: IMPROVED PERFORMANCE OF THE WATER SECTOR

The turnaround in the performance of Water Supply and Sanitation (WSS) Sector projects is a good example of how management actions could influence the trajectory of outcomes. In FY98, based on three year moving average in terms of number of projects, only 53 percent of WSS Sector projects were rated satisfactory by IEG, compared to 71 percent of projects in the rest of the Bank. In FY07, WSS Sector projects were 87 percent satisfactory, compared to 80 percent for the rest of the Bank (see Figure below).

**Comparative Performance for Water Sector vs. Rest of the Bank  
Percentage of Projects Exits Rated Satisfactory by IEG (FY98-07)  
(3-Year Moving Average by Number of Projects)**



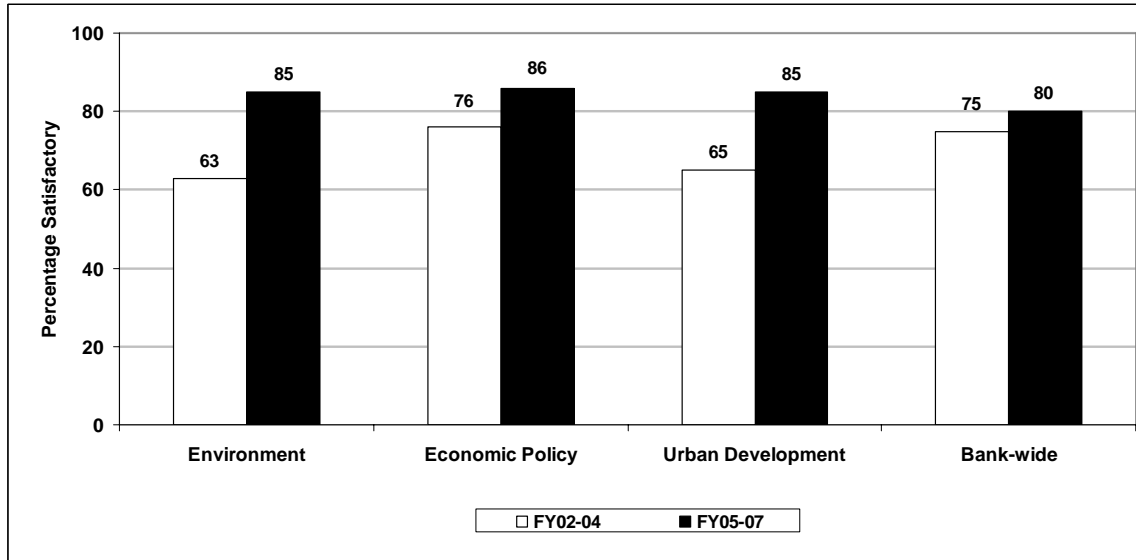
The Water Sector Board, which was established in FY97, addressed the low quality of WSS portfolio by putting in place support systems for quality enhancement, including review of projects and systematic evaluation and reporting on the quality of the portfolio. In FY00, the WSS Sector Board put in place a Portfolio Improvement Plan (PIP) complemented by comprehensive Quarterly Portfolio Reviews and systematic project level reviews. There was a steady improvement in WSS portfolio performance in FY00-03, though the results were still below those of the rest of the Bank.

The improved performance beginning FY03-05, during which the WSS Sector began to outpace the Rest of the Bank, was partly attributable to the impetus given to investments in the sector as part of the MDG. The WSS assigned high priority to the preparation of MDG strategies and additional IDA resources were provided to improve reporting. In addition, a strong AAA program was put in place starting FY03 – the WSS Sector Board continues to encourage AAA products and a world class knowledge management system in support of high quality operations.

There is an ongoing IEG assessment of WB assistance in the WSS Sector during the period 1997-07.

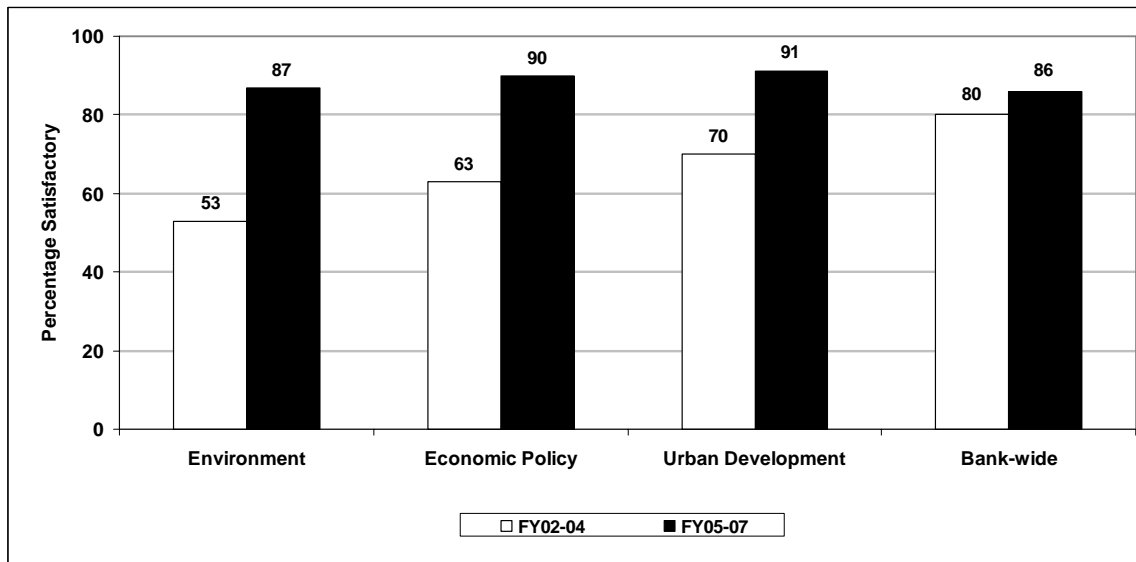
3.4 *Several Sector Boards made significant strides in improving outcomes during FY05-07 compared to FY02-04.* Environment, Economic Policy, and Urban Development Sector Boards had noteworthy performance, improving by ten percentage points or more in FY05-07 compared to FY02-04. The ENV performance is particularly noteworthy, which had several large unsatisfactory projects that exited in FY02-04. Figures 3.3a and 3.3b show the performance of the improving Sector Boards.

**Figure 3.3 (a): Comparative Major Improvers by Sector Board (FY05-07 vs. FY02-04)  
(Percentage Satisfactory Outcomes by Number of Projects)**



Source: IEG Evaluations

**Figure 3.3 (b): Comparative Major Improvers by Sector Board (FY05-07 vs. FY02-04)  
(Percentage Satisfactory Outcomes by Disbursement)**

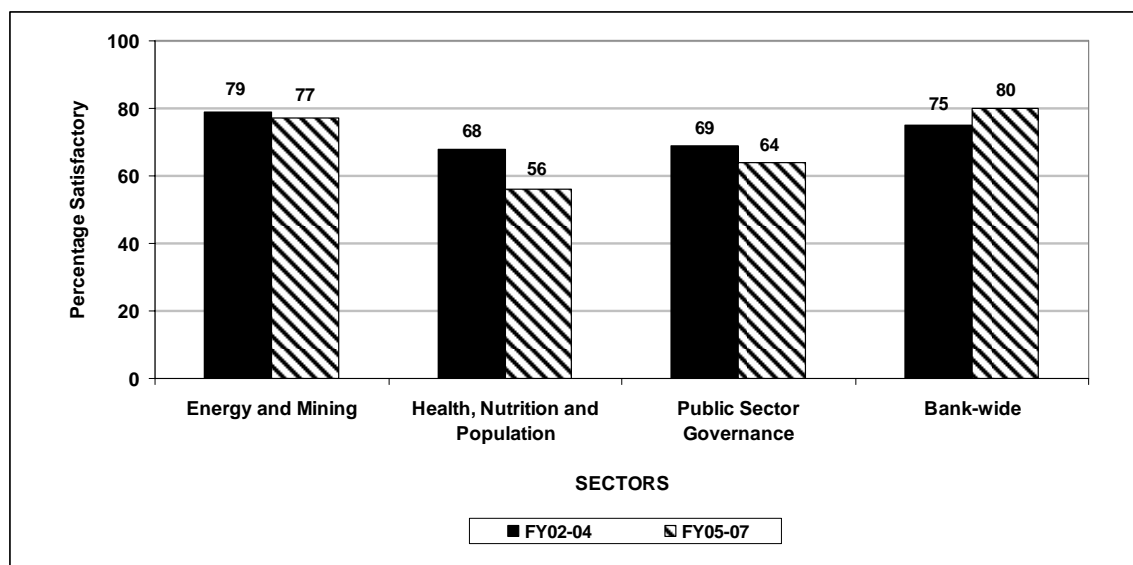


Source: IEG Evaluations

**3.5 The Transport Sector Board has been able to maintain a high level of performance during the past ten years.** Transport projects exiting the portfolio during FY05-07 had a greater than 90 percent satisfactory rating, both in terms of number of project and disbursement. An IEG review of Transport<sup>25</sup> projects during 1995-2005 concludes that the sector has been well managed and effective. The new Transport Business Strategy<sup>26</sup> issued in 2008 aims to build on past success in setting five key strategic directions, recommending regional priorities, identifying four process adjustments, and establishing a system for monitoring progress. In particular, the strategy calls for more complex operations addressing more systematically cross-sectoral linkages, which could increase the overall riskiness of the portfolio in the near future. The Sector Board is mitigating the increased risks by improving the availability of skilled staff who can work across sectors, and strengthening supervision efforts with adequate resources.

**3.6 Three Sector Boards had a decline in performance during FY05-07 compared to FY02-04.** Health, Nutrition and Population (HNP), Public Sector Governance (PSG), and Energy and Mining (EMT) experienced declines in terms of both number of projects and disbursements.<sup>27</sup> In addition, these Sector Boards were below Bank-wide average. The reasons for the poor performance of completed projects, as well as prospects of the current portfolio, are discussed in Chapter 4. Figures 3.4a and 3.4b show performance of the Sector Boards with declining performance.

**Figure 3.4 (a): Comparative Major Decliners by Sector Board (FY05-07 vs. FY02-04)  
(Percentage Satisfactory Outcomes by Number of Projects)**



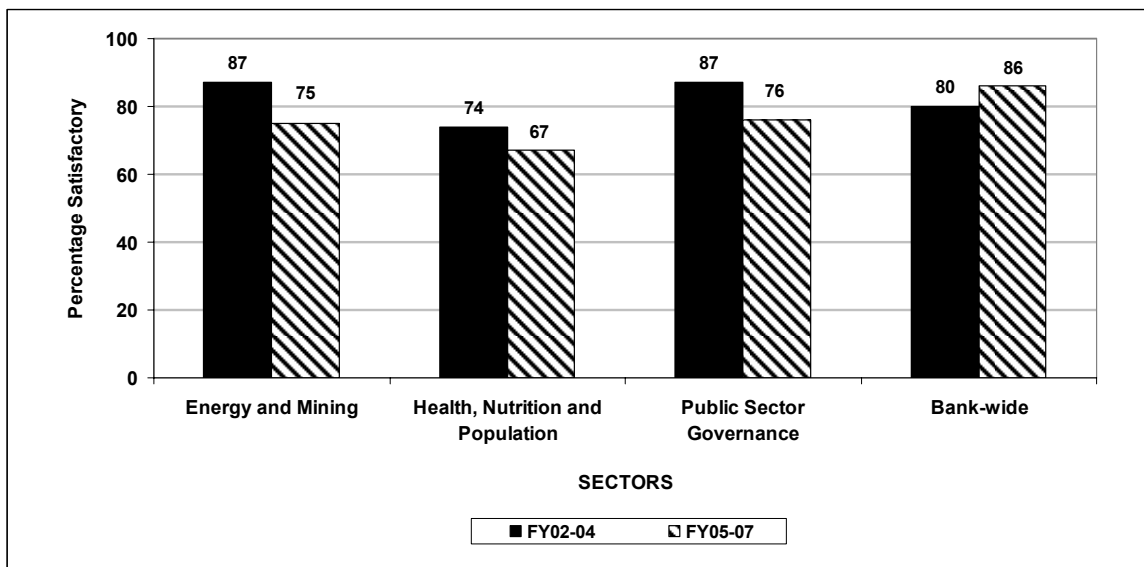
Source: IEG Evaluations

<sup>25</sup> *A Decade of Action in Transport, An Evaluation of World Bank Assistance to the Transport Sector, 1995-2005, IEG, 2007.*

<sup>26</sup> *Safe, Clean, and Affordable... Transport for Development, The World Bank's Transport Business Strategy for 2008-2012, SDN, 2008.*

<sup>27</sup> While FPD had a significant decline in FY07 compared to FY06, the performance during the period FY05-07 was an improvement over FY02-04, and hence FPD was not included in the analysis in Chapter 4.

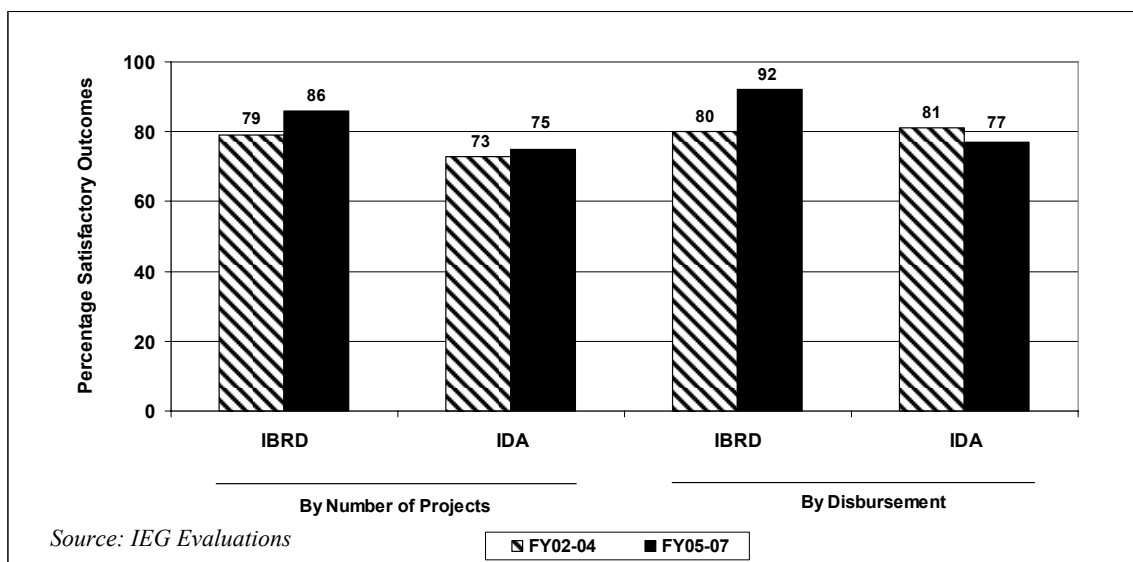
**Figure 3.4 (b): Comparative Major Decliners by Sector Board (FY05-07 vs. FY02-04)  
(Percentage Satisfactory Outcomes by Disbursement)**



Source: IEG Evaluations

3.7 *Performance of IBRD projects has significantly improved over the past five years, using three year moving average.* Seven Sector Boards in IBRD had satisfactory performance of 90 percent or better in FY05-07 in terms of both number of projects and commitments. Three Sector Boards in IBRD achieved improvements of 25 percentage points or more compared to FY02-04. The lagging Sector Boards in IBRD were: Health, Nutrition and Population, Energy and Mining, and Public Sector Governance. Figure 3.5 compares the performance of IBRD and IDA projects using a three-year moving average.

**Figure 3.5: Project Outcomes for IBRD and IDA (FY05-07 vs. FY02-04)  
(Percentage of Projects with Satisfactory Development Outcomes)  
(By Number of Projects and by Disbursement)**



Source: IEG Evaluations



3.8 *About a quarter of IDA projects, whether measured by number of projects or disbursement, were rated Unsatisfactory during FY05-07.* Among Sector Boards within IDA, HNP and EMT were at 67 percent satisfactory or lower during FY05-07 whether in terms of number or projects or disbursement. There are several Sector Boards within IDA where the performance gap between IBRD and IDA projects could be narrowed. Table 3.1 lists the Sector Boards with a performance gap of greater than 10 percentage points between IBRD and IDA projects.

**Table 3.1: Project Outcomes by Sector Board for IBRD and IDA (FY05-07)  
(Percentage Satisfactory Outcomes)**

	IBRD		IDA	
	Outcome % Satisfactory by No. of Projects	Outcome % Satisfactory by Disbursement	Outcome % Satisfactory by No. of Projects	Outcome % Satisfactory by Disbursement
Agriculture and Rural Development	91	91	80	78
Economic Policy	100	100	79	72
Energy and Mining	82	82	67	61
Environment	92	92	73	80
Financial and Private Sector Development	82	96	69	87
Health, Nutrition and Population	62	85	51	55
Public Sector Governance	75	77	55	74
Urban Development	89	94	82	78
Water	91	95	85	82

Source: IEG

3.9 *A review of Internal Control concludes that IDA's control framework operates to a high standard.* The review indicates that there is reasonable assurance that the following objectives are achieved: (a) reliable financial reporting; (b) compliance with policies and procedures; and (c) efficiency and effectiveness of operations. Nonetheless, the review also finds several significant deficiencies, including in the design and integration of controls for management of fraud and corruption risk in operations (with IEG classified as a material weakness). To address the issues raised in the review, Management has adopted and begun implementation of an action plan, with many actions to be completed by June 2009 (see Box 3.2).

### BOX 3.2: REVIEW OF IDA INTERNAL CONTROLS

Bank management committed during the IDA14 Replenishment process to have carried out by IEG an independent comprehensive assessment of IDA's internal control framework. Under this process there was a self-assessment by management, an IAD review, and an IEG evaluation of both. This in-depth exercise that has now been completed has been the first of its kind for the Bank or for any international financial organization.

IEG found that, with some important qualifications, IDA's internal controls framework operates to a high standard overall, giving reasonable assurance that the controls operate effectively. The weaknesses are concentrated mainly in the areas of fiduciary controls, including inadequate specific controls for managing the risk of fraud and corruption (F&C) in operations supported by IDA.

IEG identified the lack of specific F&C controls to be a material weakness, and it has also found six significant deficiencies related, inter alia, to the need to keep updated the OP/BPs; a need for improved document retention and accessibility; weaknesses in controls over financial management and procurement processes; and a need to improve risk management. IEG recommended that controls over possible fraud and corruption in IDA operations should be addressed on a broad front, and that the implementation of remedies for the other control deficiencies should be closely monitored.

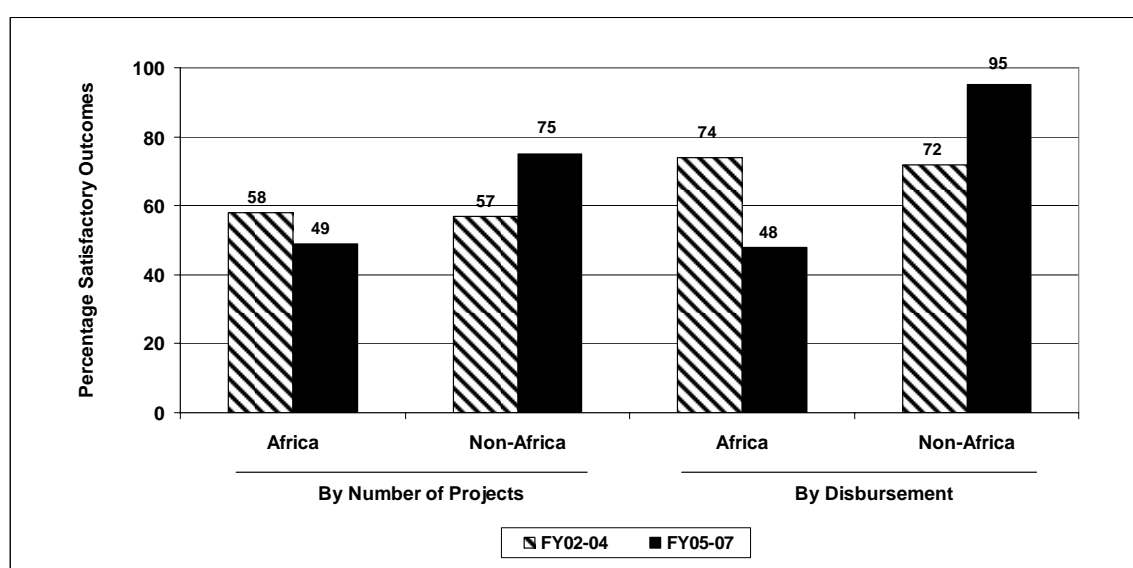
Management agrees that controls over the risk of possible fraud and corruption in IDA supported operations should be addressed at all levels; key improvements are already in place with the implementation of all 18 recommendations made by the Volker Panel. To address the issues identified in the review, Management has adopted and begun implementation of a detailed and comprehensive five point action plan, with many actions to be completed by June 2009. These actions will:

- **Improve investment lending** by rationalizing IL policies, processes and controls, strengthening supervision, and focusing resources on high risk projects;
- Enhance the Bank's risk management tools, incentives, and accountability to **ensure better management and timely reporting of risks at project and entity level;**
- Integrate enhanced management of the F&C risk into operations through implementation of the **GAC strategy at country and project levels, continued integration of INT work, enhanced training,** and "smart project design";
- **Tighten financial management and procurement controls** to incorporate risk management and fraud and corruption issues and **remedy as soon as possible the 10 (out of 50 tested) fiduciary controls** that did not pass compliance testing during Part I; and
- **Strengthen role of IT** in risk management and improve **processes and controls for AAA.**

To ensure effective monitoring and reporting on the progress achieved, management is creating an **Implementation Oversight Panel (IOP)** to monitor, oversee and report to the President and the Board on implementation of these corrective actions.

3.10 *About 40 percent of Fragile States projects exiting in FY07 were rated unsatisfactory by IEG.* Projects in Fragile States have higher risks than in the rest of the Bank, hence a gap in performance would be expected.<sup>28</sup> However, the significant gap in performance among Fragile States, specifically between AFR and the rest of the Bank, indicates that there is room for improving project outcomes in Fragile States. The performance of Fragile States projects in AFR during FY05-07 was 49 percent satisfactory in terms of number of projects, compared to 74 percent for non-AFR Fragile States projects. Figure 3.6 gives the comparison of AFR and the Rest of the Bank in terms of Fragile States projects. Chapter 4 gives a more detailed analysis of the factors explaining the divergence in performance in Fragile States.

**Figure 3.6: Fragile States Africa vs. Fragile States Non-Africa (FY05-07 vs. FY02-04)  
(Percentage of Projects with Satisfactory Development Outcomes)  
(By Number of Projects and by Disbursement)**



Source: IEG

## B. FACTORS AFFECTING PROJECT OUTCOMES

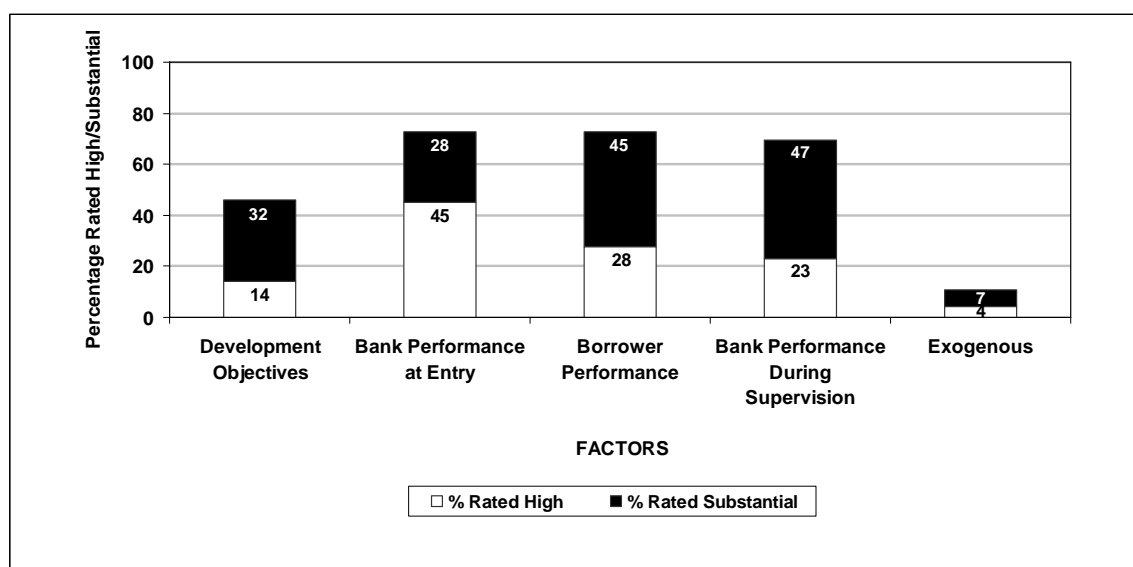
3.11 *QAG reviewed 148 IEG evaluations of projects that exited during FY05-07 and were rated unsatisfactory.* The objective of this review was to identify the reasons for these projects not achieving their stated development objectives based on the IEG evaluations. The reviewers used a four point scale (High, Substantial, Moderate, Negligible) to rate the impact of different factors on project outcomes as assessed by IEG. The Regional distribution of the projects is listed in the Table 3.2.

<sup>28</sup> Fragile States projects have both high risks and high rewards. The ARPP does not recommend refraining from high risk projects, but makes the point that within Fragile States, some projects are able to mitigate risks better than others.

**Table 3.2: Regional Distribution of Unsatisfactory Projects (FY05-07)**

	FY05	FY06	FY07	Total
AFR	21	18	18	57
EAP	9	2	4	15
ECA	8	9	7	24
LCR	8	5	12	25
MNA	5	4	2	11
SAR	6	5	5	16
Bankwide	57	43	48	148

3.12 *The review found that problems in project design were significant factors contributing to unsatisfactory outcomes.* Poor project design was rated High or Substantial in about 73 percent of the cases in terms of explaining the unsatisfactory outcomes. About half of the design problems could be traced to complexity in relation to capacity of the Borrower. In other cases, the objectives lacked relevance (in relation to the CAS or country conditions). In addition, about half of the unsatisfactory projects had poor articulation of DOs, which contributed to poor project design. Figure 3.7 gives the Bank-wide factors that were major contributors to unsatisfactory outcomes of projects exiting FY05-07.

**Figure 3.7: Factors Contributing to Unsatisfactory Outcomes (FY05-07)**

Source: QAG Review of IEG Evaluations of FY05-07 Exits

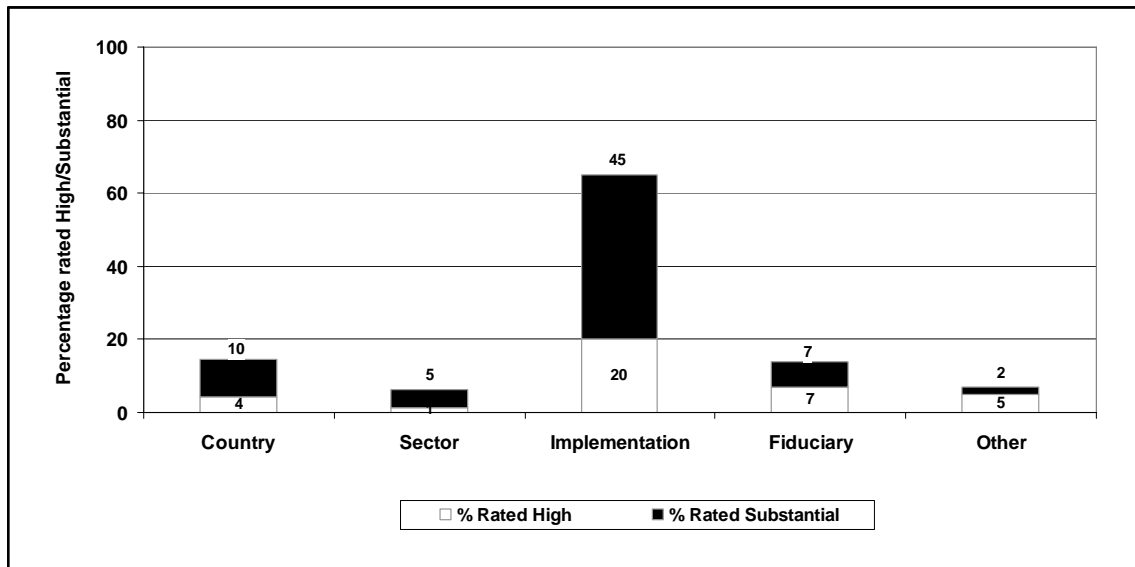
3.13 *Significant contributory factors to weak implementation performance were poor design and inadequate supervision – both within the Bank’s control.* In about half of the projects with poor implementation performance, the implementation issues arose mainly from overly complex designs as mentioned above. Lack of Borrower commitment was also a major factor, though in about half of the cases where there were commitment or ownership issues, appropriate project restructuring would have resulted in improved Borrower commitment or ownership.

3.14 *About 60 percent of the unsatisfactory projects were also characterized by poor Monitoring and Evaluation systems.* This includes weaknesses in the design, implementation,

and utilization of M&E. An IEG review of quality of project M&E showed a positive association between good project M&E and satisfactory project outcomes. There continues to be weaknesses in M&E in the current portfolio - the QALP rated only about two-thirds of the projects in the sample as having satisfactory M&E at the design stage.

**3.15 More effective supervision could have reduced the percentage of unsatisfactory projects.** In at least a third and possibly up to about half of the projects, the review found that supervision could have turned the project around despite problems in the initial design of the project. Using the framework of project risks, the review found that in a majority of cases, supervision was not able to mitigate implementation risks through project restructuring and enhanced support to the Borrower. In about 15 percent of the cases, the review found country related factors to be a major contributor to poor project outcomes – reviewers were not able to assess whether the project could have mitigated the country risks. Figure 3.8 shows the project risks that were not adequately mitigated resulting in unsatisfactory outcomes.

**Figure 3.8: Risks Not Adequately Mitigated Bank-wide (FY05-07)**



Source: QAG Review of IEG Evaluations of FY05-07 Exits

**3.16 About one-third of the projects evaluated as unsatisfactory by IEG were restructured.** Out of the total exits evaluated by IEG in FY05-07, about one-fifth were restructured; and out of the restructured projects, about one-third was rated unsatisfactory. Roughly about one-third of the unsatisfactory projects that exited during FY05-07 were classified as “restructured”. The review found that restructuring failed for several reasons. First, most of the restructurings did not go far enough. Many “restructurings” covered minor shifts in allocation of funds and were not able to address the fundamental issues relating to project design and appropriateness of DO. Second, many of the restructurings that failed were implemented too late in the project cycle to affect outcomes. A review of the ISRs of failed restructurings indicates that many of the projects manifested weaknesses early during implementation, but appropriate actions were not undertaken in a timely manner. The Regions also found the need for more active use of restructuring, but also revealed some misunderstanding over the application of the current policy

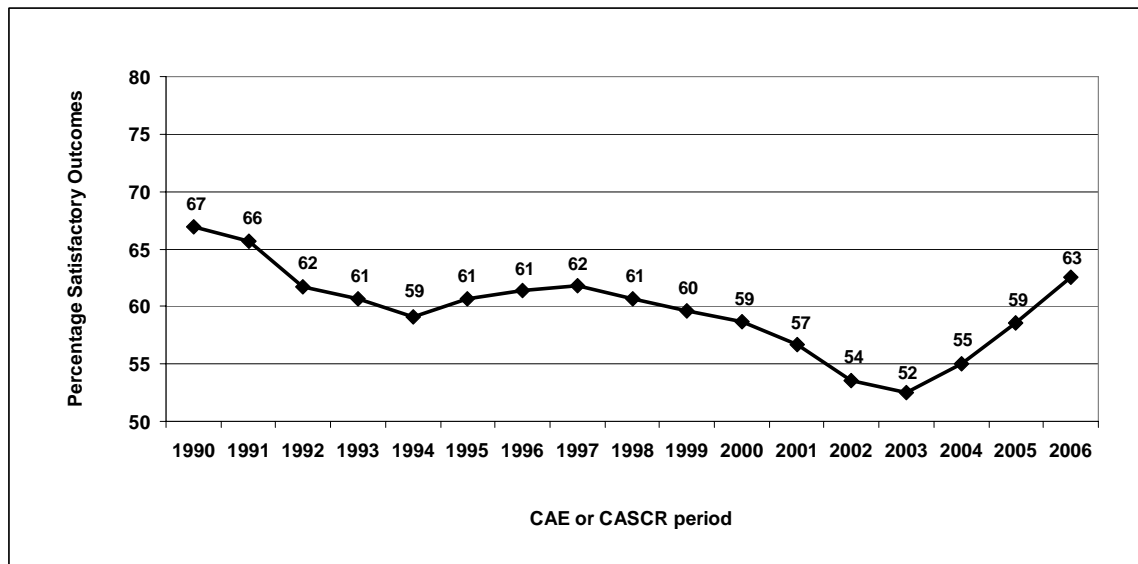
as well as continued reluctance to pursue restructuring. The IL Reform initiative will take up the restructuring issues.

### C. DEVELOPMENT OUTCOMES AT COUNTRY LEVEL

3.17 *IEG<sup>29</sup> reported that country program outcomes have been far less satisfactory than project outcomes.* CAEs over the past 10 years covering 85 country programs – incorporating projects, AAA, and other types of assistance – show that about 40 percent did not meet their development objectives. The FY07 ARPP and the FY07 Annual Report on Development Effectiveness (ARDE) found that synergies between and among the Bank’s lending, knowledge services, and dialogue were not fully exploited or that projects were not always relevant to the country’s core development challenges, leading to poor program outcomes. The QAG Country AAA Assessment also rated country AAA programs lower than individual task ratings, signifying problems with coherence and integration with country programs.

3.18 *Nonetheless, based mainly on CASCR reviews, there appears to be an improvement in program outcome performance in recent years.* Figure 3.9 gives country level outcome performance, which has been steadily improving over the past four years. However, it should be noted that the bulk of the ratings during the recent years are based on the CASCR review, while the ratings in earlier years were based on the CAEs.

**Figure 3.9: Country Program Outcomes  
(Percent Satisfactory Outcomes Using 3-Year Moving Average)**



*Note: To compute the country level outcome by fiscal year, the appropriate CAE and CASCR ratings were applied to each year covered by the evaluations.*

*Source: IEG Evaluations*

<sup>29</sup> Annual Review of Development Effectiveness, 2008, IEG.

## D. QUALITY OF CURRENT PORTFOLIO

3.19 ***QAG recently completed the Quality Assessment of Lending Portfolio (QALP).*** The QALP is a new QAG instrument with changes in methodology in assessing quality of design and of Bank supervision. The QALP assessed the likelihood of projects achieving their development objectives, as well as provided Management with feedback on the quality of project design, project implementation performance, and quality of Bank supervision. The sample of 135 projects was drawn from the portfolio as of June 30, 2008, but the universe of the sample was 540 projects since it excluded operations that were less than 18 months from Effectiveness and less than 18 months from the latest closing date. The QALP universe is about one-third of the Bank's portfolio as of end FY08 and the results provide a snap-shot of the trajectory of performance of the universe in the medium term.

3.20 ***QALP panelists rate about 75 percent of the sample (in terms of number of projects) as having a moderately satisfactory or better likelihood of achieving outcomes.*** This falls within the range of recent IEG outcome ratings. The QALP results are a snapshot of projects which are at about the mid-term of expected project life – there is time to reverse the trajectory of some unsatisfactory projects which could lead to higher outcome ratings at exit. QAG panelists provided a specific set of recommendations on how to improve performance for each project.

3.21 ***QALP panelists rate the overall Quality of Design as 76 percent Moderately Satisfactory or Better and the Quality of Bank Supervision as 83 percent Moderately Satisfactory or better.*** More than one-fifth of the QALP sample had overly complex designs, inappropriate institutional arrangements, and inadequate results frameworks. Supervision ratings were affected primarily by the lack of candor and realism in one-fifth of the QALP sample.

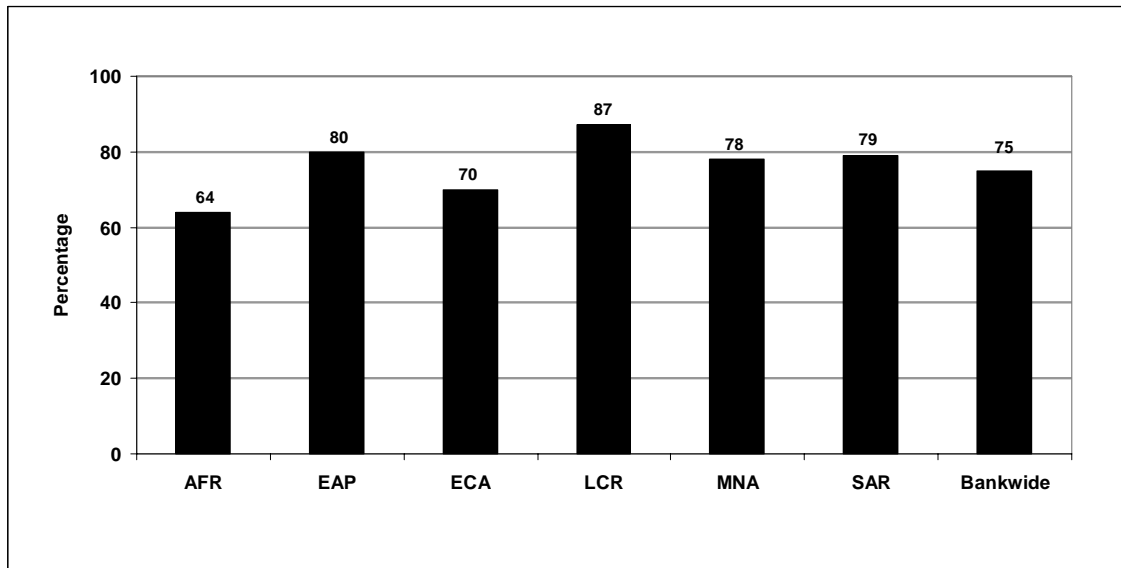
3.22 ***The QALP introduced a new dimension – Quality of Implementation – to assess implementation progress.*** Panels rated about 60 percent of the projects as moderately satisfactory or better in terms of Quality of Implementation primarily because about half of the QALP sample had substantial implementation delays.

3.23 ***The QALP also reinforced many of the findings of the QAG review of IEG evaluations of FY05-07 exits.*** QALP found that projects were not being restructured as early nor as deeply as needed – restructuring is critical given that two-fifths of the projects have downside risks that need to be addressed. Weak results on DOs were often due to over-ambitious or unclear formulation of DOs, and inadequate Results Frameworks. Finally, as discussed in the next section, candor and realism continues to be weak on both DOs and IP, particularly in AFR Region and among ED and HNP projects.

3.24 ***While IBRD performance remains strong, IDA projects lag significantly behind on DOs, design and Bank supervision, even after excluding projects in Fragile States.*** Panelists found that IDA projects were more frequently overly complex, suggesting the need for greater customization in relation to the Borrower's track record and absorptive capacity. IDA quality may well be affected by institutional pressures and incentives to adhere to predetermined timelines and IDA allocations.

3.25 *There are significant variations among Regions in terms of likelihood of success of projects* (see Figure 3.10). The AFR performance at 64 percent is much lower than Bank-wide average (see Chapter 4 for analysis). In terms of components of quality, poor quality of design and poor quality of supervision for AFR were much higher than Bank-wide average. LCR was the best performer among Regions.

**Figure 3.10: QALP - Likelihood of Achieving DOs by Region  
(Percentage Moderately Satisfactory or Better)**



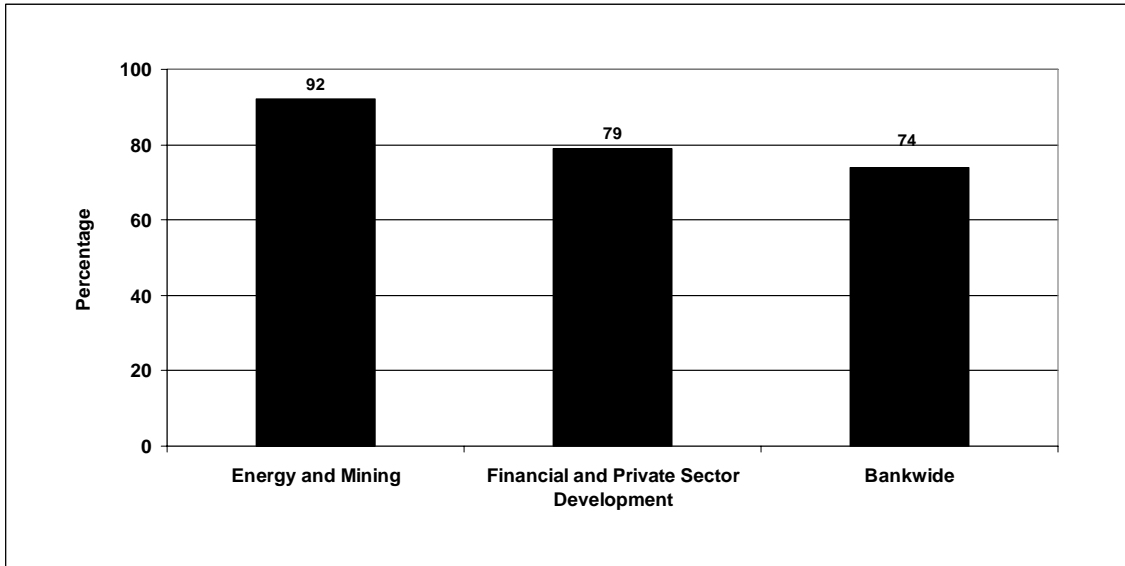
Source: QALP

3.26 *Projects in several Sector Boards show greater risk to achieving DOs than the rest of the Bank.* About 50 percent of projects in the Education sample were rated in the QALP as Moderately Likely or better (ML+) to achieve their DOs. This is a departure from past performance – Education exits during FY05-07 were 81 percent satisfactory by number of projects. The other poor performers were Health, Nutrition and Population projects (45 percent ML+) and the Public Sector Governance projects (55 percent ML+). The results of these two Sector Boards indicate continued weaknesses in the current portfolio when compared to the IEG evaluations of latest exits (see Chapter 4 for more detailed analysis). Figure 3.11a shows the best performers among Sector Boards and Figure 3.11b gives the weakest performers.

3.27 *An analysis of the QALP results for the Education projects point to critical performance issues.* About 40 percent of the projects in the sample had overly complex designs relative to the time frame of the project and/or the capacities of the Borrower. The QALP sample has a larger proportion of sector-wide programs and projects with decentralized implementation arrangements. These factors contribute to design complexity reflected in the inclusion of diverse components that were non achievable within the scope of a single project as well as coordination issues with a growing number of participating donors. Furthermore, many projects have not been able to adapt to the Bank's higher standards for results frameworks. There were weaknesses in the causal connections between components, outputs, outcomes, and DOs, and the Key Performance Indicators and M&E arrangements tended to be inadequate.



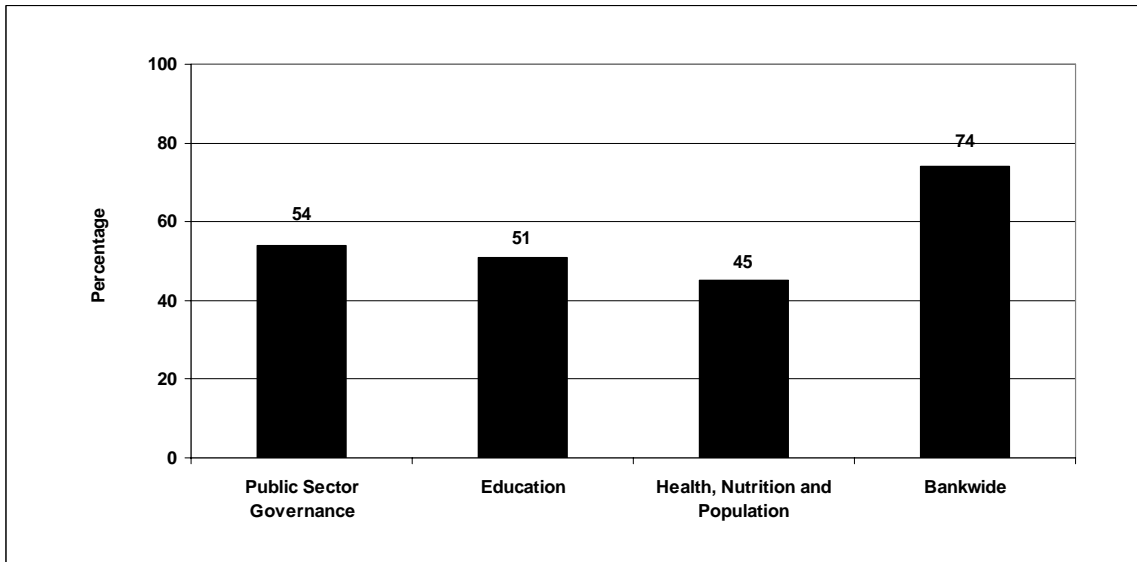
**Figure 3.11 (a): QALP - Likelihood of Achieving DOs  
Best Performers by Sector Board  
(Percentage Moderately Satisfactory or Better)**



Source: QALP

Note: Sector Boards with more than ten projects in the QALP sample

**Figure 3.11 (b): QALP - Likelihood of Achieving DOs  
Weakest Performers by Sector Board  
(Percentage Moderately Satisfactory or Better)**



Source: QALP

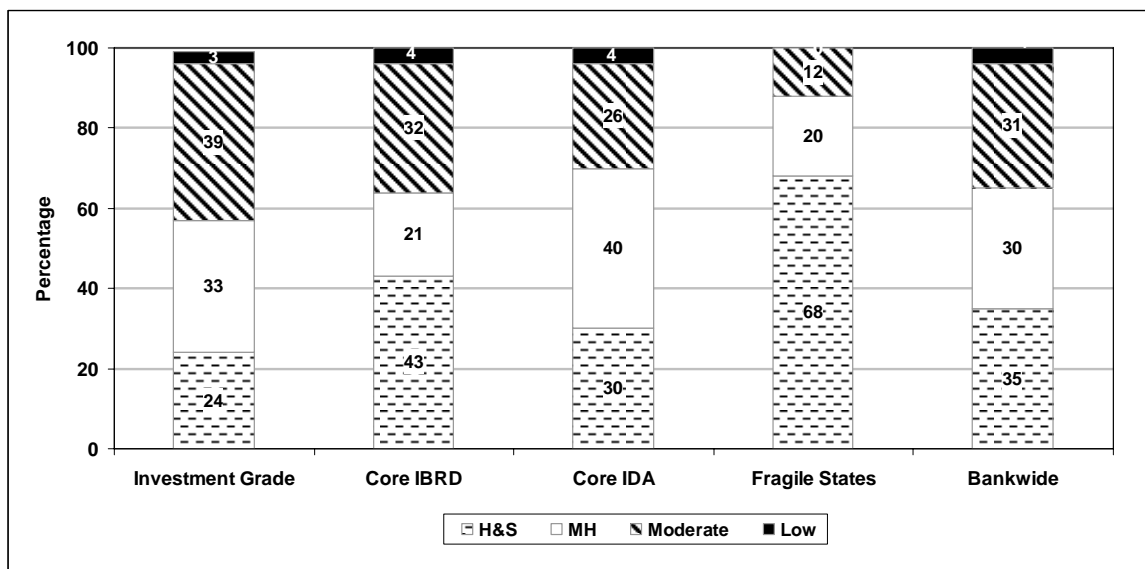
Note: Sector Boards with more than ten projects in the QALP sample

## E. RISK MEASUREMENT AND REPORTING

3.28 *Starting with operations entering the pipeline in FY08, there are new arrangements to foster a more systematic and comprehensive assessment of risk.* The Guidance Note on Management Review of Investment Lending aligns level of review to the level of risk, so that investment lending operations with high or substantial risk are reviewed at the regional or Bank-wide level. Improvements in the risk assessment tools – such as the risk identification worksheet - are expected to have a positive impact on project design.

3.29 *About one-third of the projects approved in FY08 in terms of number of projects were rated as having High or Substantial (Residual) Risk.* Another 30 percent of the FY08 projects were rated as having Moderate Risk overall, but had at least one Risk Factor rated High or Substantial. There are no historical comparative figures, so it is difficult to determine whether the Bank portfolio has taken on more risks. However, using the FY08 approval risk ratings as a proxy for the portfolio and taking into account historical performance in terms of outcomes, the Bank portfolio may be riskier due to the increased share of IDA, and Fragile States in particular, in the portfolio. Figure 3.12 provides the risk ratings Bank-wide and within each client type.

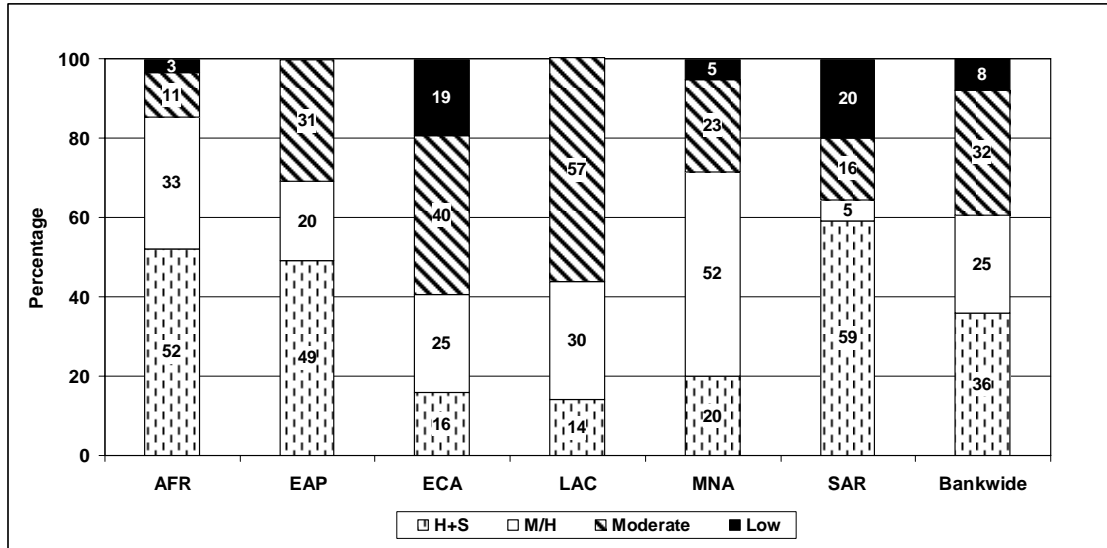
**Figure 3.12: Distribution of Risk Ratings (FY08)  
(Percentage by Number of Projects)**



Source: QAG

3.30 *SAR, AFR, and EAP rated about half of their FY08 approvals in terms of number of projects as having High or Substantial Risk* (see Figure 3.13). MNA rated only 20 percent of its projects as High or Substantial Risk, though it rated half the projects as Moderate overall with at least one High or Substantial Risk Factor. SAR, on the other hand, has only 5 percent of its projects rated Moderate with at least one High or Substantial Risk Factor. This may signal a need for more consistency in rating overall project risks. AFR rated less than 15 percent of its projects as having Moderate or Low Risk, compared to more than 50 percent for ECA and LCR.

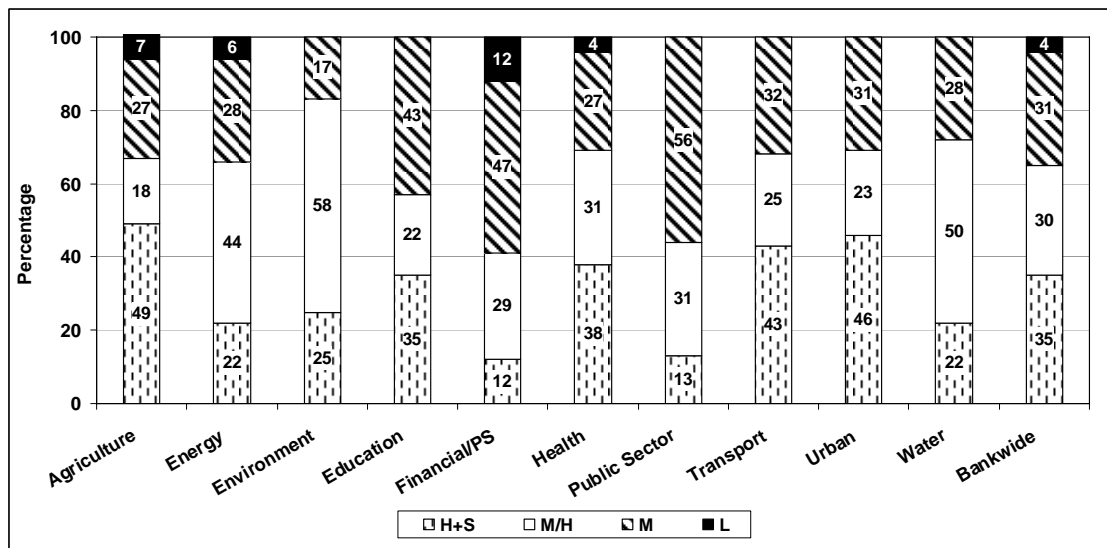
**Figure 3.13: Distribution of Risk Ratings by Region (FY08)  
(Percentage by Number of Projects)**



Source: QAG

3.31 *Almost half of the Agriculture and Rural Development Sector FY08 approvals in terms of number of projects were rated as having High or Substantial Risks* (see Figure 3.14). About 40 percent of FY08 approvals in the Transport and Urban Sector Boards were also rated High or Substantial Risk. Historically, these three Sector Boards have been the high performers in terms of outcomes, with satisfactory ratings of 85 percent or better during FY05-07. There seems to be a mismatch between the 13 percent of the Public Sector Governance Sector Board projects rated as having High or Substantial Risks, with the 64 percent satisfactory rating in FY05-07, as well as the relatively low QALP rating for likelihood of meeting objectives.

**Figure 3.14: Distribution of Risk Ratings by Sector Board (FY08)  
(Percentage by Number of Projects)**



Source: QAG

3.32 *There are several ways to improve the risk rating system.* First, there may be need for more guidance and training to task teams and the Regions on rating risks. As noted above, there may be a lack of consistency in the ways the projects are being rated by task teams. A major part of the training is to ensure a common understanding of risk, which means different things to different people. Second, the ISRs should provide information on the status of project risks and their mitigation. The current ISR design is focused on status of implementation, with risk flags associated mainly with problems with implementation of various aspects of the project. The basis for the DO ratings is less well defined. Assessing the status of project risks – which would include implementation risks – would provide a sounder basis for the DO ratings, in addition to providing management with information that would help in the design of appropriate supervision strategies.

## F. PROJECT PERFORMANCE REPORTING

3.33 *Lack of candor in reporting risk of not achieving development objectives has diminished the effectiveness of the current system of indicators in tracking portfolio performance.* The main weakness is in the reporting of performance of IDA projects with a Realism Index of 40 percent (see Table 3.3). The Realism performance of Fragile States project reporting is at 28 percent. Among Regions, AFR has a Realism Index of 35 percent. Improving the AFR reporting performance would improve IDA and Fragile States Realism Index. Nonetheless, during the third quarter of FY09, the Bank-wide Realism Index increased to 66 percent compared to 59 percent in the previous quarter, closer to the management target of 70 percent.

**Table 3.3: Reported Problem Projects vs. Actual Unsatisfactory Projects  
(As of end-January 2009)**

Country Group	ISR		Latest 1,000 Evaluations		% Realism Index
	% Problem Projects by Number	% Problem Projects by Net Commitments	% Unsatisfactory Projects by Number	% Unsatisfactory Projects by Commitments	
IBRD	15	14	15	9	100
IDA	11	8	28	25	40
Core IDA	11	8	23	23	47
Fragile States	12	9	42	33	28
Bank-wide	13	12	20	13	66

3.34 *The recent QALP concluded that the under-reporting of risks continues to be significant in FY08* (see Figure 3.4). The Panels rated DO and IP during FY08 covering 135 projects in the QALP sample. QALP found significant differences between ISR ratings and Panel assessments – in the case of DO, the Panel risk ratings are more than double that of Regions, and in the case of IP, the Panel risk ratings are about double. In addition, the Panels found significant under-reporting of performance in fiduciary, M&E, and project management.

**Table 3.4: FY08 Risk Ratings – QALP vs. ISR**

Risk Factor	FY 08		
	ISRs % Unsatisfactory	QALP Panels % Unsatisfactory	% Difference
Development Objectives	14	27	13
Implementation Progress	22	39	18
Legal Covenant	12	17	6
Safeguards	2	10	8
M & E	12	39	27
Financial Management	13	25	11
Procurement	15	28	13
Project Management	7	23	16
Counterpart Funds	4	8	3
Actual Problem projects	23	41	18
Potential Problem Projects	6	9	3

3.35 *The net disconnect increased in FY07 compared to FY06, from 9 percent to 16 percent.* AFR, LCR and SAR have the highest disconnects in FY07. AFR has a disconnect of 30 percent, compared to 21 percent in FY06 and 11-15 percent during FY03-05. The increase in disconnect is the result of both deteriorating performance during FY06-07 and increasingly optimistic performance ratings during the same period. In the case of LCR, the net disconnect was from -3 percent in FY06 to 17 percent in FY07.

3.36 *The issue of inadequate focus and reporting of risks during supervision reporting has been specifically identified as an issue in the IDA Controls Report.* This issue is consistent with the QAG's findings relating to candor/excessive optimism in supervision reporting. As mentioned in Box 3.2, Management has adopted and begun implementation of an action plan to enhance the Bank's risk management tools, incentives, and accountability to ensure better management and timely reporting of risks at the project and entity level. In addition, Regions are reviewing their portfolios and working actively with staff on measures to improve rating practices and strengthen ongoing operations. Furthermore, the IL Reform will address the candor issue.

## G. RECOMMENDATIONS

- Management should focus its efforts on improving performance of projects in the AFR Region, Fragile States, HNP Sector Board, and PSG Sector Board. Specific recommendations are in Chapter 4; and
- As part of IL Reform and IDA Controls Action Plan, Management will establish a system to enable tracking of risks during project implementation, including status of mitigation measures identified at entry.

## IV. AREAS FOR IMPROVEMENT

4.1 *This Chapter focuses on four areas where improvement in project outcomes would upgrade overall Bank performance in the medium term.* The analysis covers projects in the Africa Region and the HNP, PSG, and EMT Sector Boards. As discussed in Chapter 3, AFR lags the Rest of the Bank in project outcomes, and the three Sector Boards experienced declines in outcomes during FY05-07 compared to FY02-04. While the Bank-wide performance of Fragile States projects also lags the Rest of the Bank, the discussion on Fragile States is part of the AFR section, due to the sizeable gap in Fragile States performance between AFR and the Rest of the Bank.

4.2 *The analysis in each area uses the results from several Bank reviews.* Each section starts with an analysis of the historical performance of the portfolio segments, focusing on the outcomes of project exits during FY05-07. QAG performed a desk review<sup>30</sup> of the IEG evaluations of unsatisfactory projects and identified the main factors contributing to poor outcomes. Using the historical performance as the context, each section then analyzes the current portfolio to project the trajectory of outcomes and identify areas of improvement. This part of the analysis uses the results from the QALP and various QAG reviews, including the portfolio reviews done for the AFR Region and the PSG and HNP Sector Boards. Each section ends with a set of main recommendations.

4.3 *The main messages in this Chapter are:*

- The outcomes of completed projects in AFR have for a long time been consistently below the results for the Rest of the Bank. There is scope for narrowing the FY07 gap of 17 percentage points.
- Improving AFR outcomes would require a special focus on Fragile States and HNP projects. In the case of Fragile States during FY05-07, AFR performance is 49 percent satisfactory compared to 75 percent for the Rest of the Bank.
- The results from QALP indicate that there are still problems with the current AFR portfolio. About 65 percent of the AFR projects were assessed as Moderately Satisfactory or better in terms of meeting their DOs, lower than the ratings of the other Regions.
- Since FY01, completed HNP projects in the Bank have lagged the performance of other sectors. Unsatisfactory project outcomes have their roots in poor project design, poorly defined objectives, and weak M&E systems.

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<sup>30</sup> The objective of the desk review is to identify the main factors – such as poor design, lack of borrower commitment etc. - described in the evaluations as contributing to unsatisfactory ratings. The desk review is not intended to delve into the incentive, managerial, staffing, and organizational issues that may underpin some of these factors, which would require follow-up work by the appropriate units.

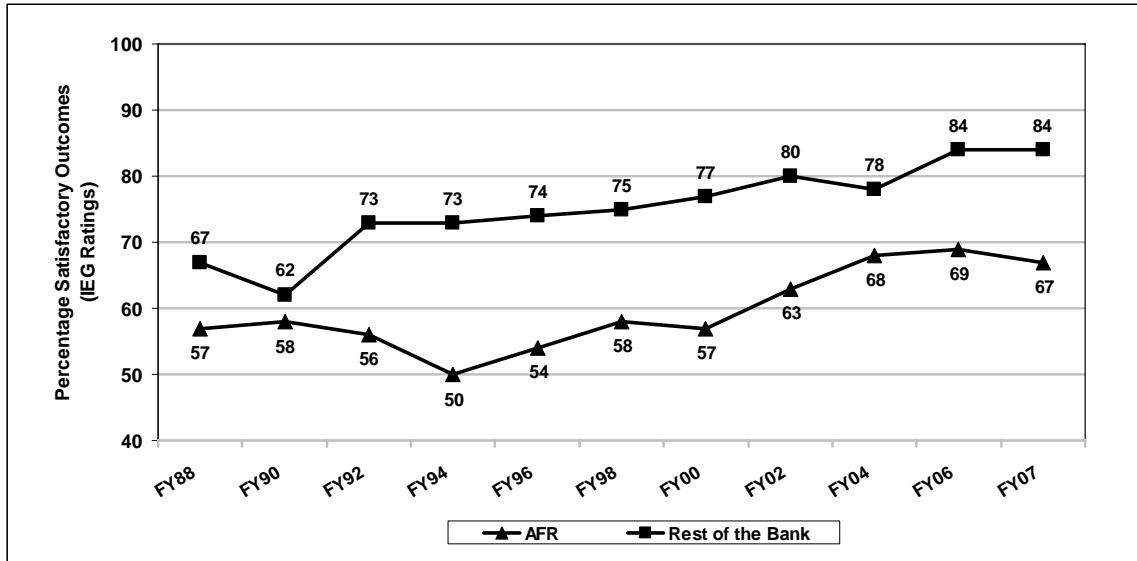
- About half of the HNP projects assessed in the QALP were rated Moderately Likely or better in terms of achieving their DOs, indicating continuing problems in the current HNP portfolio. The QALP assessments point to design issues, as well as inadequate supervision in dealing with implementation issues.
- Completed public sector governance projects outperformed other sectors prior to FY03, but have been underperforming since then. Complex projects in relation to project capacity, difficult country conditions, and lack of Borrower ownership were major factors contributing to unsatisfactory ratings during FY05-07.
- The QALP results indicate problems in the current PSG portfolio, with about half of the PSG sample in the QALP assessed as Moderately Likely or better in terms of achieving the DOs. Panels felt there was inadequate stakeholder consultation and participation during the design phase of the projects, and that more intensive supervision was required.
- The performance of completed EMT sector projects lagged that of other infrastructure sectors based on exits during FY05-07. This was mainly due to weak Borrower commitment to overambitious DOs and complex project design often involving multiple components.
- However, recent QAG reviews, including the QALP, indicate improved performance of the EMT projects in the current portfolio. QAG analyses indicate greater realism of DOs, stronger government commitment, and adoption of more flexible strategies to achieve sector reform as contributing to potentially better outcomes.

## A. AFRICA REGION

### Completed Projects

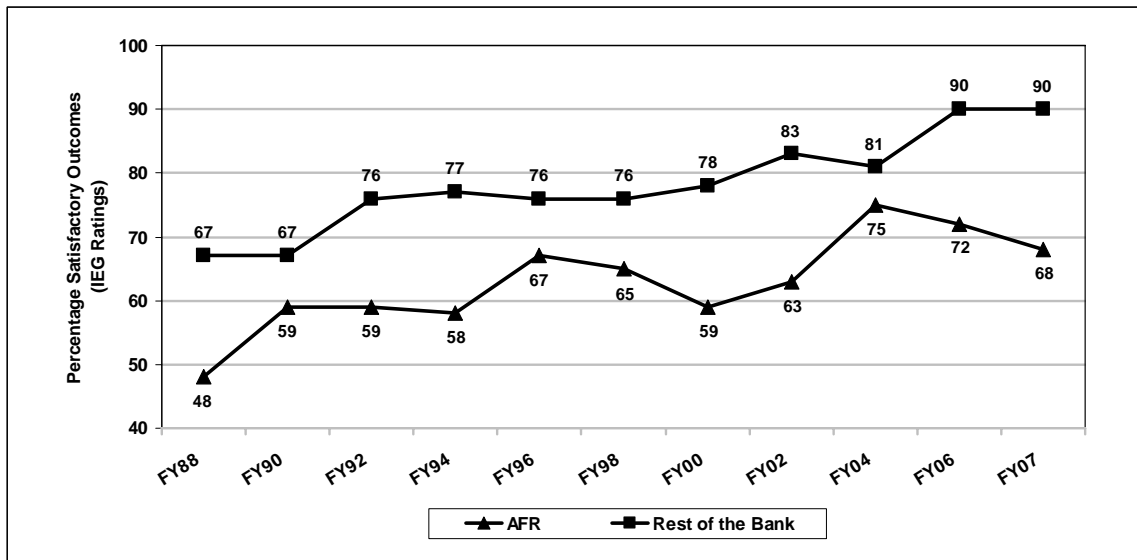
4.4 *The outcomes of completed projects in the Africa Region (AFR), as evaluated by IEG, have for a long time been consistently well below the results for the Rest of the Bank (RoB).* Figure 4.1a shows that AFR performance over the 20 year period FY88-07, using three-year moving average by number of projects, has been below RoB in every single year, by between four percentage points (FY89 and FY90) and 23 percentage points (FY94). In the current decade the difference was reduced to around 11 percentage points for the three years FY03-05, but then widened again and is 17 percentage points in FY07 (see Figure 4.1a). The gap between AFR and RoB is wider in FY07 when using disbursement instead of number of projects (see Figure 4.1b). While it is recognized that the lending environment in AFR countries is difficult due to policy and institutional challenges, the results of the QAG reviews indicate that there is scope for improving project outcomes.

**Figure 4.1 (a): Comparative Performance for AFR vs. Rest of the Bank  
Percentage of Project Exits Rated Satisfactory by IEG (FY88-07)  
(3-Year Moving Average by Number of Projects)**



Source: IEG Evaluations

**Figure 4.1 (b): Comparative Performance for AFR vs. Rest of the Bank  
Percentage of Project Exits Rated Satisfactory by IEG (FY88-07)  
(3-Year Moving Average by Disbursement)**



Source: IEG Evaluations



4.5 *The AFR performance by number of projects has been stagnant<sup>31</sup> during FY05-07, while the Rest of the Bank performance showed improvement.* Changes in lending patterns do not seem to explain the divergence in performance between AFR and the RoB in recent years. In the case of the RoB, the performance improved despite increased share of IDA – including Fragile States - in the FY03-07 exits (see Table 4.1).

**Table 4.1: AFR vs. Rest of the Bank  
Percent Share in Exits by Number of Projects (FY03-07)  
By Client Group and Network**

	FY03		FY04		FY05		FY06		FY07	
	AFR	Rest of the Bank	AFR	Rest of the Bank	AFR	Rest of the Bank	AFR	Rest of the Bank	AFR	Rest of the Bank
<b>BY CLIENT GROUP</b>										
IDA	97	15	94	17	95	21	100	21	97	24
IDA Core	71	11	71	11	70	14	82	14	78	18
Fragile States	26	3	23	6	25	7	18	6	19	5
IBRD	1	82	3	80	5	74	0	76	3	73
IBRD IG	1	32	0	38	4	29	0	30	3	30
Others	0	50	3	42	1	46	0	46	0	43
Multi-Country	1	1	4	0	0	1	0	0	0	1
<b>BY NETWORK</b>										
FPD	9	11	6	11	10	12	6	7	3	9
HDN	22	23	26	28	25	20	31	24	33	26
PREM	22	19	21	16	27	14	29	18	29	17
SDN	46	46	46	46	38	54	34	52	34	48
ESSD	26	17	20	22	10	29	15	23	12	21
INF	20	30	26	24	28	25	19	29	22	27

Source: Business Warehouse

4.6 *The poor outcomes of projects in Fragile States and in the HNP Sector have been the main sources of poor performance of AFR during FY05-07.* The performance of Fragile States projects in AFR has been deteriorating over the past three years. The HNP performance in the Region has also declined during FY05-07, mainly due to low outcomes from MAP projects which accounted for half the HNP projects during the period. The performance of non-Fragile States and non-HNP projects in AFR during FY05-07 by number of projects was 78 percent satisfactory, closer to the performance of the Rest of the Bank. Table 4.2 gives the gaps between AFR and the RoB by portfolio segment.

**Table 4.2: IEG Evaluations for Africa and Other Regions (FY05-07)  
(Percentage Satisfactory Outcomes)**

	AFR		Other Regions		Bank-wide	
	By No. of Projects	By Disbursements	By No. of Projects	By Disbursements	By No. of Projects	By Disbursements
IDA	66	68	79	81	71	73
IDA Core <sup>1/</sup>	70	71	81	78	74	74
Fragile States <sup>2/</sup>	49	48	74	95	61	67
FPD	67	85	76	95	75	94
HDN	51	51	82	88	73	81
PREM	74	71	75	90	75	85
SDN	74	77	88	90	86	88
ESSD	75	90	86	88	85	88
INF	74	72	90	91	87	88

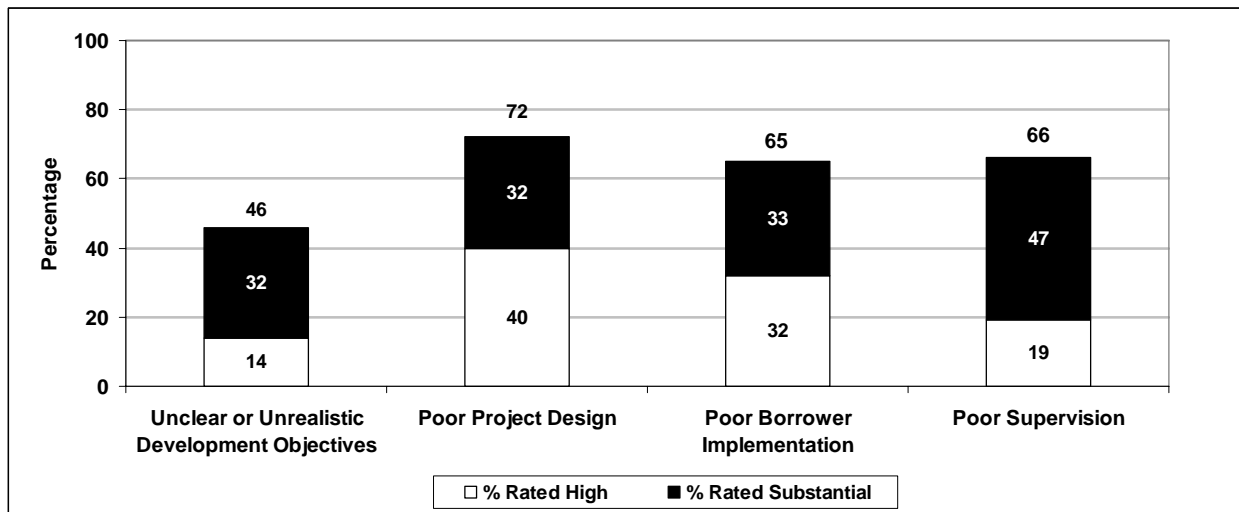
Source: IEG Evaluations

<sup>31</sup> Measured by disbursement, the AFR performance declined during FY05-07.

4.7 *A QAG analysis of IEG evaluations of AFR exits during FY05-07 concluded that weak or inappropriate project design was a major underlying factor contributing to unsatisfactory outcomes.*<sup>32</sup> About 70 percent of the AFR unsatisfactory projects that exited in FY05-07 had poor design, leading to poor implementation performance (see Figure 4.2). The analysis of IEG evaluations of FY05-07 unsatisfactory projects revealed the following design issues which are all linked to poor appreciation of difficult country conditions:

- About 40 percent of the unsatisfactory projects had designs that were overly complex in relation to Borrower implementation capacity.
- About one-third of the unsatisfactory projects had designs that were not relevant to the objectives or country conditions.
- About half of the unsatisfactory projects had poorly defined and/or unrealistic objectives, leading to problems in design and in monitoring and measuring results.

**Figure 4.2: Factors Contributing to Unsatisfactory Outcomes  
In Africa Projects (FY05-07 Exits)  
(Percentage of Total Unsatisfactory Africa Projects)**



Source: QAG Review of AFR Portfolio

4.8 *Supervision was not able to adequately mitigate the risks to DOs.* The reviews found that implementation risks were dominant, mainly due to capacity issues. Strong, timely and appropriate supervision in a significant number of cases could have addressed implementation risks and improved project performance, mainly by rectifying the design flaws and providing greater implementation support to the implementing agencies such as by strengthening the capacity building components of the projects. Restructuring, including formal restructuring with modifications of the development objectives, was used too seldom, often came too late, and more often than not was less decisive than would have been warranted.

<sup>32</sup> The main point here is that designs of successful Fragile States projects are more appropriate with respect to country conditions than unsuccessful ones. In addition, there are other factors that affect performance – quality of staff, management attention, organizational arrangements, etc – but these are difficult to measure in a desk review.

4.9 *An analysis of AFR Fragile States projects that exited in FY05-07 underlines quite strongly the importance of a realistic understanding of country conditions, borrower capacity and engagement, and project designs that are reasonably simple in structure and with realistic objectives.* The analysis did not find major differences in weighted CPIA ratings for AFR and the RoB in terms of number of projects and commitments of the Fragile States portfolio. While there may be differences in country conditions between AFR and non-AFR Fragile States, QAG analysis points to quality of project design – the ability to design projects appropriate to country conditions – as the major contributing factor that explains the gap in performance between AFR and the rest of the Bank. Some characteristics of successful Fragile States projects outside of the AFR Region include:

- Many of the projects in RoB were small, quite simple in structure, with realistic objectives. The average size of Fragile State projects in AFR is about 70 percent of non-Fragile States projects in AFR, while in the Rest of the Bank, the size of Fragile States projects is about 20 percent of non-Fragile States projects. Average commitments for Fragile States projects in AFR are twice as large as Fragile States projects in Rest of the Bank.
- Borrower performance was satisfactory in RoB, while in AFR, poor implementation performance was a main determinant of failure. In hindsight, the risk of poor implementation performance in AFR projects was not mitigated adequately, either at entry through more realistic design or during supervision through restructuring and enhanced support.
- Quality of M&E was generally satisfactory for most of the Fragile States projects in the RoB. In the case of AFR Fragile States projects, the quality of M&E was uneven, with missing baseline data and ineffective use of M&E as an instrument for supervision.

## Ongoing Projects

4.10 *The QALP results show that about 65 percent of AFR projects will meet their development objectives.* This means that AFR performance in the medium term is projected to be similar to that for FY07, and that AFR will have to improve the quality of its supervision to reduce the gap with RoB and to meet Regional targets discussed in Chapter 3. Nonetheless, based on a separate QAG review of the AFR portfolio (see below), there is time and scope for improving outcomes by addressing implementation issues in a timely manner with effective supervision.

4.11 *A further breakdown of the QALP results for AFR shows a more negative picture.* Almost 80 percent of the satisfactory projects were rated Moderately Satisfactory, compared to about 55 percent Bank-wide. This indicates that AFR has a higher proportion of projects whose outcomes are fragile or at risk. In addition, about 50 percent of the unsatisfactory projects in AFR were rated fully Unsatisfactory, compared to about one-third Bank-wide. AFR accounted for about half of all fully Unsatisfactory projects in the QALP sample. This high proportion of Unsatisfactory projects in AFR makes the effort to upgrading more challenging. Finally, AFR is the only region with no project rated Highly Satisfactory.

4.12 *The QALP results also show that the current portfolio faces the same problems that plagued the FY05-07 exits.* Three out of the five Fragile States projects in AFR were rated MU or U, while all four Education projects in AFR were rated U. These numbers thus indicate that problems identified in the recent IEG ratings still continue to plague these segments of the AFR portfolio. At the root of the current portfolio issues is poor project design leading to unsatisfactory Borrower implementation. The results also indicate that there is scope for strengthening supervision to rectify the implementation issues, and more specifically the design problems. Table 4.3 gives the QAG results by Region for Likelihood of Meeting the Development Objectives and for the major Quality Dimensions.

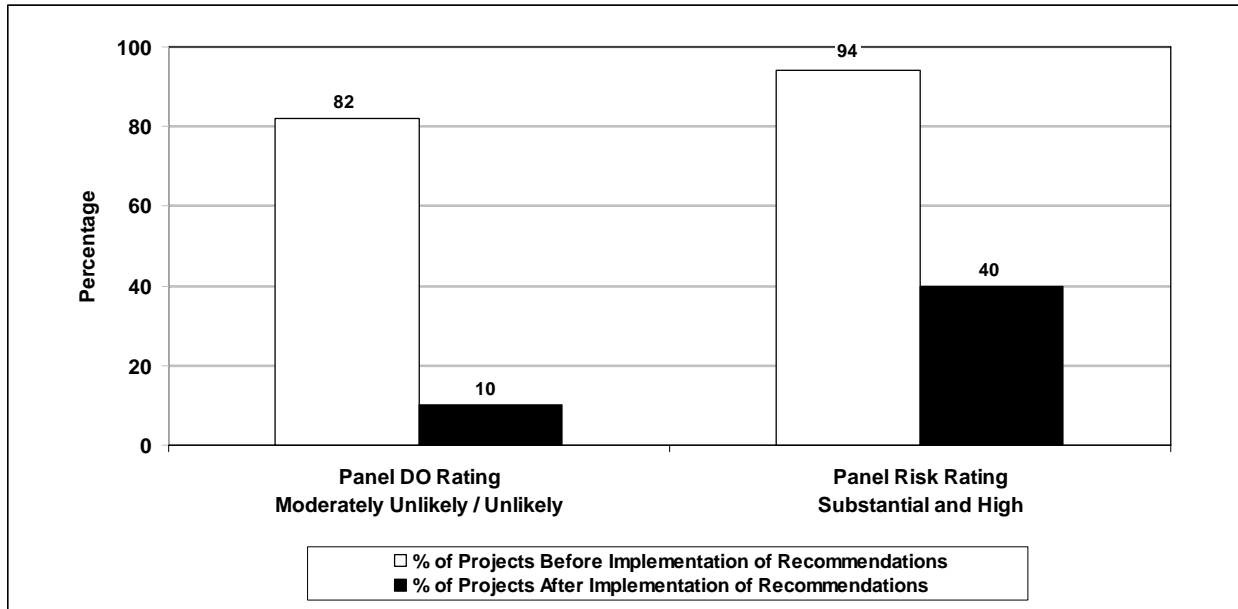
**Table 4.3: QALP Summary Ratings by Region  
(Percentage Moderately Satisfactory or Better)**

<i>Region</i>	<i>Development Objectives</i>	<i>Quality of Design</i>	<i>Quality of Implementation</i>	<i>Quality of Bank Supervision</i>
AFR	<b>64</b>	<b>64</b>	<b>54</b>	<b>68</b>
EAP	<b>80</b>	<b>80</b>	<b>60</b>	<b>80</b>
ECA	<b>70</b>	<b>80</b>	<b>50</b>	<b>95</b>
LCR	<b>87</b>	<b>80</b>	<b>80</b>	<b>87</b>
MNA	<b>78</b>	<b>78</b>	<b>65</b>	<b>87</b>
SAR	<b>79</b>	<b>76</b>	<b>69</b>	<b>86</b>
Bank-wide	<b>75</b>	<b>76</b>	<b>60</b>	<b>83</b>

Source: QAG

4.13 *QAG also performed a separate review of a structured sample of projects in the AFR portfolio scheduled to exit in FY10-12.* Since the focus of this review was to identify project-specific recommendations, the sample focused on projects in Fragile States as well as on non-Fragile States projects that had DO or IP ratings of MS or worse as of March 2007. The review rated the likelihood of achieving DOs before and after implementation of recommended or agreed actions, and assessed the project risk both before and after implementation of mitigation measures.

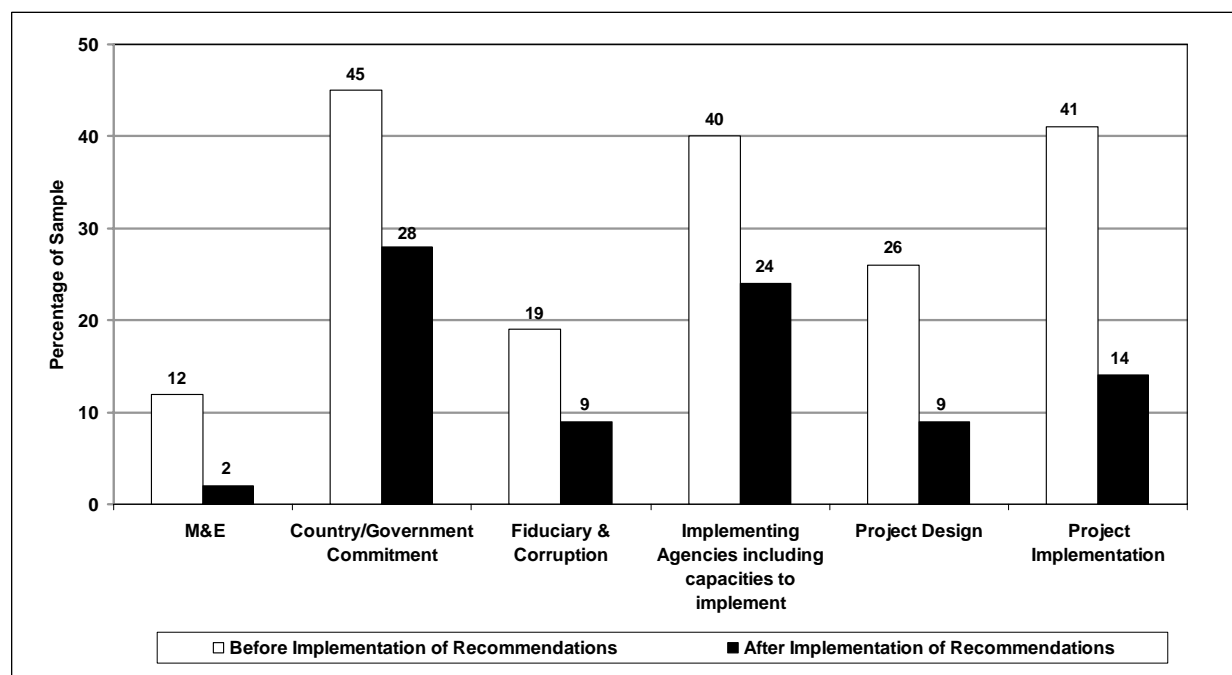
4.14 *Overall, the QAG Panels believe that most of the sampled projects would not achieve their DOs in the absence of often significant changes* (see Figure 4.3). The Panels assessed that before their recommended changes, 80 percent of the projects would have development outcome ratings of Moderately Unlikely or Unlikely, and 94 percent overall risk ratings of Substantial or High. However, the Panels did see scope for achieving improvements, and assessed that with full and timely implementation of recommended actions (and no further adverse developments) a majority of the projects could reasonably reach the development objectives. However, even after implementation of mitigation measures, about 40 percent of projects (including those with such improved outlooks) would continue to face Substantial or High (residual) risks.

**Figure 4.3: AFR Panel DO and Risk Ratings Before and After Recommendations**

Source: QAG

4.15 *Two important risk factors frequently cited were related to country issues: (a) Country Conditions including Government Commitment; and (b) Implementing Agencies including Capacity to implement* (see Figure 4.4). While there are limits to what can be done within a project to mitigate country conditions, the capacity risk could be mitigated by appropriate design and support. Panel findings also included the following:

- Panels found problems with the formulation of the Development Objectives and the choice of the development indicators. These are areas where more attention is clearly required, to ensure that objectives match better what is achievable, and that the achievement of these objectives is supported by appropriate indicators.
- Overly complex project design figured prominently in the Panel reports. Panels perceived mismatches between institutional capacity and project scope, leading to heavy demands on implementing entities, supervision, and effective policy dialogue with the government. This is exacerbated by project structures with components not all that well related to each other.

**Figure 4.4: AFR Frequency of Risk Categories Rated Substantial or High**

Source: QAG

4.16 *For Fragile States projects, the Panel findings echo those discussed above in the analysis of FY05-07 exits.* A majority of Fragile States operations reviewed were judged to have too many components, overly ambitious objectives, or both. In many cases, projects had objectives that would be impossible to achieve within the timeframe of a single project. In addition, the DOs needed to be revised so that objectives would be achievable given the project scope and inputs. Projects in the Fragile States were rated riskier both before and after proposed mitigation measures than the other projects in the sample.

4.17 *A contributory factor to overly complex designs and unrealistic objectives is the limited number of projects in the lending programs.* Many TTLs in the review explained that they typically had only one project in a CAS period, combined with uncertainty about having a follow-up operation in the next CAS. This has resulted in dealing with multiple sector issues in one operation, when the appropriate approach would have been a phased or programmatic one.

4.18 *The areas for improvement are well known, but the underlying systemic issues are less clear.* Different QAG assessments and reports over the years have called for improving project design, M&E, and greater realism in reporting project performance. The review concludes that more could be done in these aspects of project quality. While the nature and scope of the review did not focus on systemic issues, the Panels raised several questions for consideration by AFR management:

- *Is there a need to review quality assurance mechanisms in the Region?* The frequency of project design issues raised by Panels points towards scope for improving quality assurance as projects go through the approval process in the Region.

- *Is there sufficient technical support to the task teams?* Panels found several areas where task teams would have benefited from technical support, including in the areas of formulation of objectives and risk management.
- *Is the approach to lending to Fragile States appropriate?* Given the sizeable gap in performance between AFR and RoB Fragile States projects, AFR should review its approach to lending in this client segment.
- *Is there a way of addressing perverse incentives to optimal project design and restructuring?* Addressing the problems of overloading projects due to limited number of projects in the lending program and delayed or insufficient project restructuring would have to deal with CAS design and incentive issues.
- *How can management proactivity be increased?* Several Panels identified project issues where involvement of more senior management was warranted, and also raised more generally the point that stronger and more sustained involvement by managers is desirable in support of less experienced task managers. This point is especially critical for Fragile States projects.

### **Management Initiatives to Improve Portfolio Performance**

4.19 *AFR Management has committed to improving the performance of projects at exit, with satisfactory performance targets of 65 percent in FY09, 70 percent in FY10, and 75 percent in FY11.* Ongoing regional actions to strengthen portfolio performance include: (a) review of ISR ratings of all FY09 scheduled closings; (b) requirement that all new projects include baseline data for all indicators; (c) detailed reviews of several segments – HIV/AIDS, HNP and Fragile States – that have been the major drivers of declines in overall portfolio performance; (d) restructuring of 30 to 40 problem projects by the end of FY09; and (e) completion of time-bound SMU action plans to address weak results reporting in FY09-10 exits.

4.20 *AFR will address portfolio issues for Fragile States with relevant support from OPCS/OPCFC.* OPCS recently completed a review of OP8.00 operations, and the findings will help in identifying the areas where performance could be improved.

### **Recommendations**

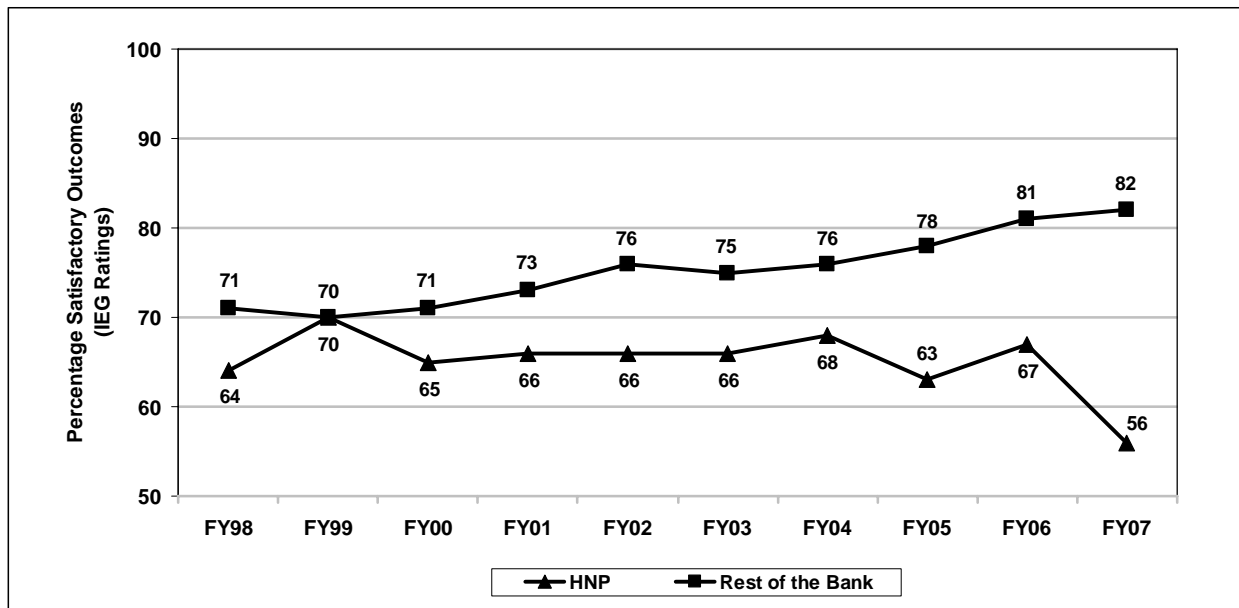
- Follow-up the project-specific recommendations from the QAG review of risky projects;
- Enhance current action plan by addressing systemic issues affecting quality; and
- Address portfolio issues for Fragile States with relevant support from OPCS.

## B. HEALTH, NUTRITION, AND POPULATION SECTOR

4.21 *Since FY01, HNP project outcomes have been lower than Bank-wide average* (see Figures 4.5a and 4.5b). Table 4.4 shows the regional performance in HNP projects. The unsatisfactory project outcomes have their roots in problems with project design – about 70 percent of the unsatisfactory projects during FY05-07 had weak designs that contributed to poor outcomes. The weaknesses in design are rooted in unrealistic objectives – about 45 percent of the unsatisfactory projects had poorly defined objectives that contributed to the low outcomes. In addition, the IEG evaluations identified major problems with M&E in about 75 percent of the unsatisfactory projects.

4.22 *The review of unsatisfactory HNP projects during FY05-07 found that during supervision, corrective actions to address quality-at-entry issues were either not undertaken or not effective.* The review found that Borrower commitment during project implementation remained strong, but lacked the wherewithal to successfully implement the project. The review concludes that a majority of the unsuccessful projects could have been turned around through restructuring in particular and through more effective supervision in general.

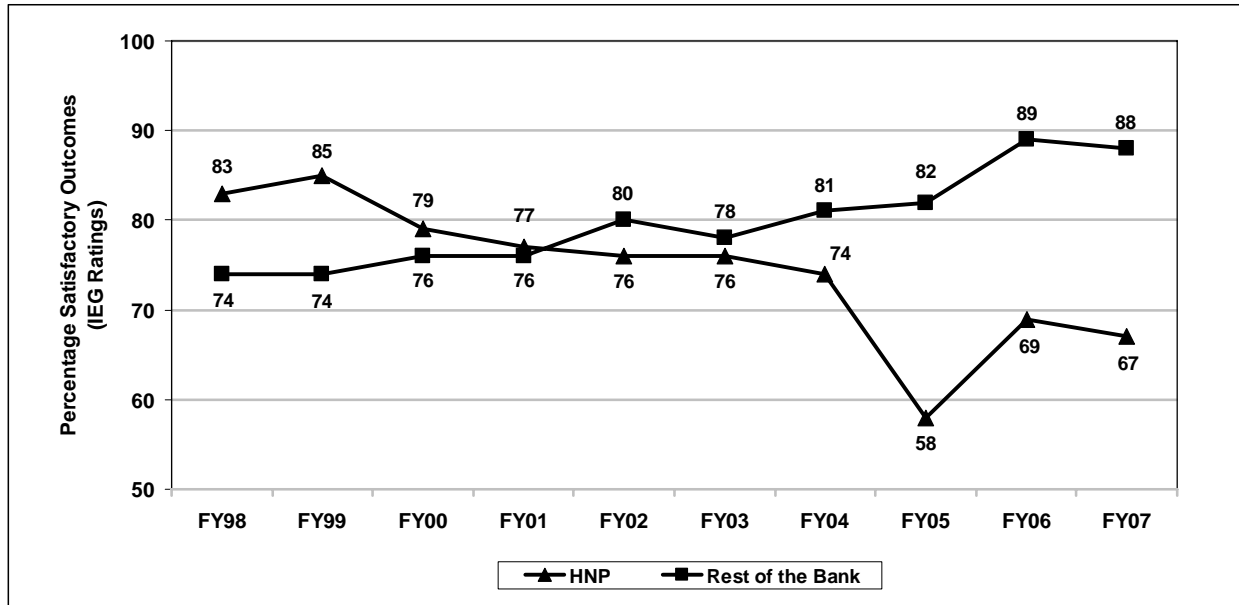
**Figure 4.5 (a): Comparative Performance for HNP vs. Rest of the Bank  
Percentage of Projects Exits Rated Satisfactory by IEG (FY98-07)  
(3-Year Moving Average by Number of Projects)**



Source: IEG Evaluations



**Figure 4.5 (b): Comparative Performance for HNP vs. Rest of the Bank  
Percentage of Projects Exits Rated Satisfactory by IEG (FY98-07)  
(3-Year Moving Average by Disbursement)**



Source: IEG Evaluations

**Table 4.4: HNP Performance by Region (FY99-07)  
Percentage of Projects with Satisfactory Outcomes  
(By Number of Projects and by Disbursements)**

	FY99-01	FY02-04	FY05-07	FY99-01	FY02-04	FY05-07
	By Number of Projects			By Disbursements		
AFR	61	50	22	74	49	14
LCR	58	75	70	79	77	95
Bank-wide	66	68	56	77	74	67

Note: Table 4.4 does not include regions with less than 10 IEG evaluations in each of the three year periods.

## Ongoing Projects

4.23 *About half of the HNP projects assessed as part of the QALP were rated unlikely to achieve their DOs* (see Table 4.5). The underlying reasons parallel the factors contributing to unsatisfactory outcomes of FY05-07 exits. Quality of Design of the HNP sample in the QALP was rated about 60 percent MS+, with Quality of Implementation rated below 40 percent MS+. Quality of Bank Supervision was rated about 60 percent MS+, indicating that supervision did not adequately deal with the implementation issues.

**Table 4.5: QALP Results for Sector Boards by Quality Dimension  
(Percentage Moderately Satisfactory or Better)**

Sector	Development Objectives	Quality of Design	Quality of Implementation	Quality of Bank Supervision
Agriculture and Rural Development	71	77	53	96
Education	53	38	42	68
Energy and Mining	92	80	77	82
Financial and Private Sector Development	79	100	79	100
Health, Nutrition and Population	45	61	35	61
Public Sector Governance	54	54	39	64
Water	70	84	59	80
Bank-wide	75	76	60	83

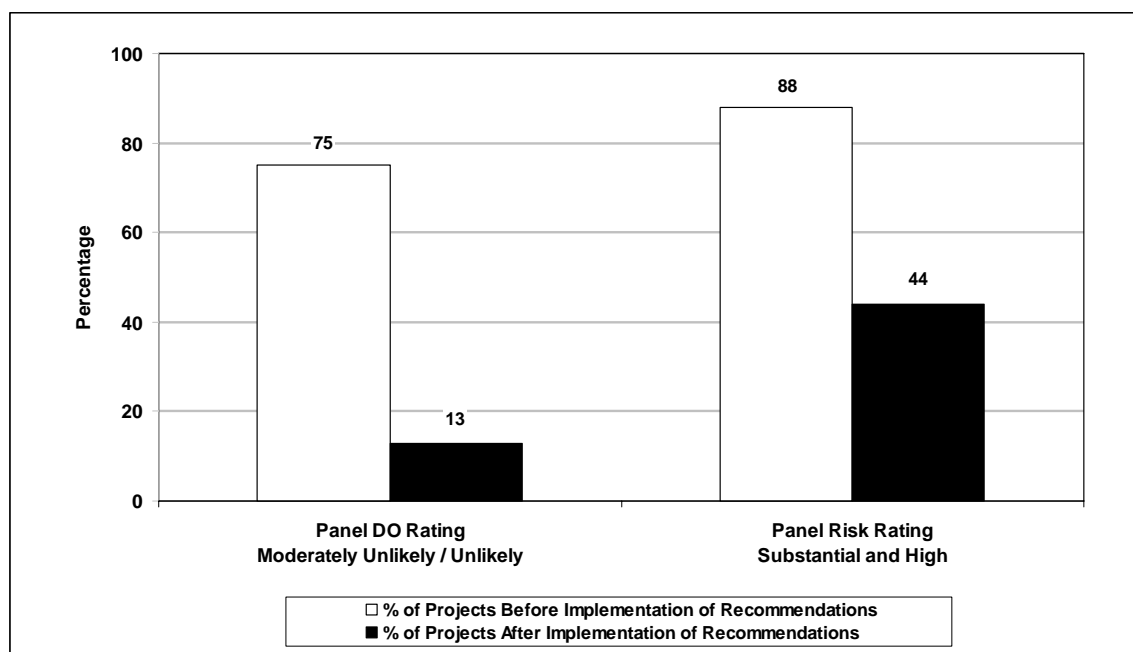
Source: QAG

4.24 *Another QAG review of a sample of HNP projects in the current portfolio found similar design problems as for completed projects.* The sample consisted of 16 projects, comprising operations whose performance was rated in March 2008 as at risk, as well as satisfactory projects whose performance would benefit from a QER. The sample represented about 11 percent of the active projects in the HNP portfolio at that time. Panels noted substantial variation in quality at entry of the 16 projects in the sample, including issues relating to country capacity, country commitment/ownership, technical design, appropriateness of DOs and KPIs, readiness for implementation, and quality of Bank supervision.

4.25 *Many project designs seem to reflect an inadequate appreciation of the time required to establish and disseminate major changes in organizational and business practice.* HIV/AIDS projects in three countries in the sample, for instance, assume that a National HIV/AIDS coordinating committee would be able to provide core leadership and coordination functions to govern national and local responses to HIV/AIDS from the date of their establishment, with little recognition of the time required to simply establish and develop the practical working environment for a technically as well as politically challenging set of tasks.

4.26 *Panels questioned the degree of commitment to the projects in some countries.* Country Commitment/Ownership is notoriously difficult to measure and changes over time. In addition, there is an obvious relationship between country commitment and country capacity: strong commitment clearly means less if there is limited capacity to implement any given project. This is the case in one project where high commitment did not translate into vigorous or timely effort due to long standing administrative obstacles to implementation which were not addressed adequately.

4.27 *For the set of projects reviewed, the likelihood of achieving project development objectives was rated at about 25 percent at the time of the review.* However, performance could be improved to over 80 percent moderately likely or better if specific Panel recommendations were implemented. Projects risks could also be reduced with the appropriate mitigation measures, though Panels rated 44 percent of the projects as having substantial or high *residual* risk, noting that it is difficult to reduce risk to moderate or low in about half the cases even after introducing mitigation measures. Figure 4.6 gives an indication of the possibilities for improving project performance.

**Figure 4.6: HNP Panel DO and Risk Ratings Before and After Recommendations**

Source: QAG Review of HNP Projects at Risk

#### 4.28 *The Report makes the following main recommendations:*

- Sector Management to enhance oversight of the projects reviewed, including systematic follow-up of QER recommendations, especially in projects where the likelihood of success was rated Moderately Unlikely or Unlikely before implementation of recommendations.
- Sector Management to review the supervision budgets of the projects in the sample and ensure that there are adequate resources to implement recommendations.
- Sector Board to address the perennial problem of unrealistic project design and lack of readiness for implementation, including looking into strengthening the QER process and disseminating best practice to TTLs.
- Sector Board to develop learning or mentoring programs in two areas of weaknesses identified by Panels: analysis of political economy and institutional capacity to implement reform; and results management.
- Sector Board to offer to the Regions QER for high risk or problem projects under implementation.
- Sector Board to review the skills issue, and develop a program to address this in both the short and longer term.

## Management Initiatives to Improve Portfolio Performance

4.29 *Following the QAG review of risky projects, the HNP Sector Board and all Regions prepared an action plan focusing on the at-risk portfolio and applying the lessons from the review.* The action plan includes a review of available resources (technical and financial) and provides for increased support as needed to improve project performance. Moreover, the HNP Sector Board decided to engage the HD Council and Operational Directors and Operations Advisers in monitoring these efforts, and a quarterly update on the status will be shared with a broader management group for guidance.

4.30 *HNP management recognizes that IEG ratings will likely continue to be lower for HNP projects compared to Bank-wide average in the near term.* Management is expending additional efforts towards turning around the performance of projects closing starting FY10. The HNP Sector Board is critically reviewing all projects in the portfolio with appropriate actions taken on at-risk projects, including restructuring and cancellation. The HNP Sector Board is placing a high priority to addressing projects with substantial and high risk ratings by reviewing supervision budgets and enhancing QER support to the Regions.

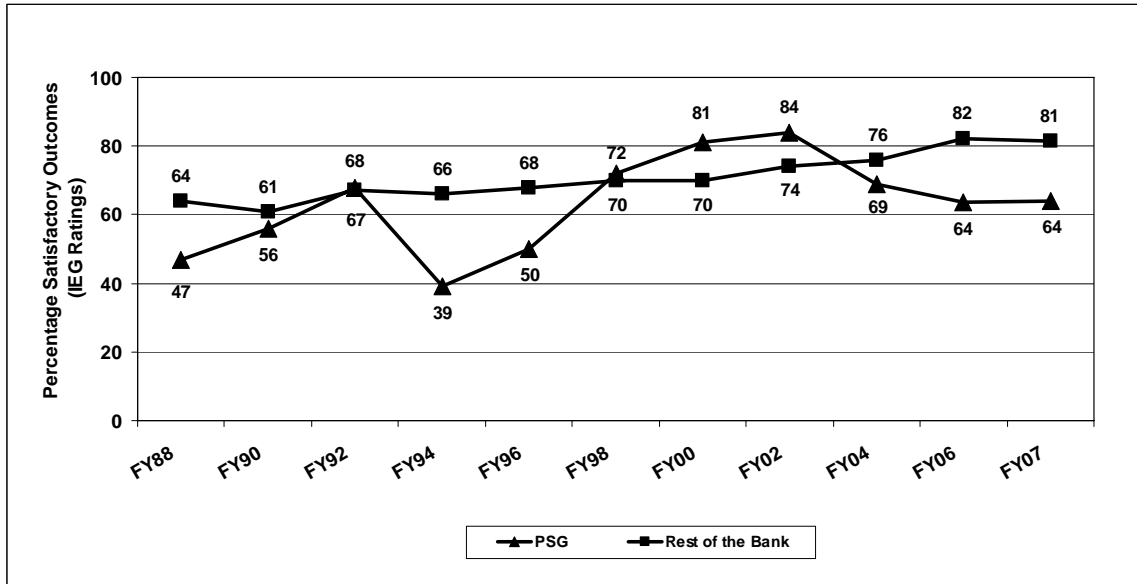
4.31 *The HNP Sector Board is providing additional resources to assist AFR in carrying out its commitments under the HNP Sector Strategy.* In this context, a thorough review of staff skills mix was undertaken and the recruitment of staff and consultants to complement the skills gap is underway.

## C. PUBLIC SECTOR GOVERNANCE

### Completed Projects

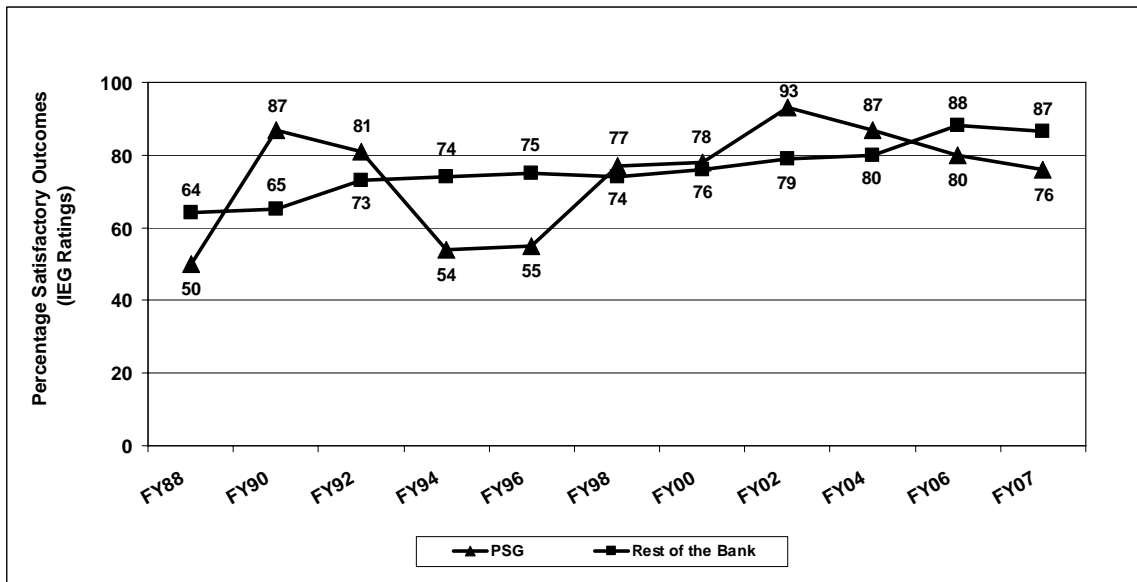
4.32 *There has been a decline in PSG project performance over the past five years.* Figures 4.7a and 4.7b compare PSG performance with the rest of the Bank and show that while PSG projects outperformed the rest of the Bank prior to FY03, performance in recent years has declined and over the long term PSG projects tend to have greater volatility in performance than the Bank average. A closer look at the data suggests that the decline in terms of number of projects from FY05-07 was largely driven by results from Europe and Central Asia (see Table 4.6).

**Figure 4.7 (a): Comparative Performance for PSG vs. Rest of the Bank  
Percentage of Projects Exits Rated Satisfactory by IEG (FY88-07)  
(3-Year Moving Average by Number of Projects)**



Source: IEG Evaluations

**Figure 4.7 (b): Comparative Performance for PSG vs. Rest of the Bank  
Percentage of Projects Exits Rated Satisfactory by IEG (FY88-07)  
(3-Year Moving Average by Disbursement)**



Source: IEG Evaluations

**Table 4.6: PSG Performance by Region (FY99-07)  
Percentage of Projects with Satisfactory Outcomes  
(By Number of Projects and by Disbursements)**

	FY99-01	FY02-04	FY05-07	FY99-01	FY02-04	FY05-07
	By Number of Projects			By Disbursements		
AFR	79	63	67	75	80	79
ECA	95	75	53	95	94	82
LCR	85	76	74	97	88	70
Bank-wide	83	69	64	84	87	76

Note: Table 4.6 does not include Regions with less than 10 IEG evaluations for each of the three year periods.

4.33 *Analysis by the PSG Anchor Unit suggests that the downturn may reflect a higher proportion of PSG projects in countries with more difficult governance environments and turnover in governments.* A recent IEG report<sup>33</sup> also points to the challenges of civil service reform projects in poorly governed contexts, emphasizing that improving civil service performance in these countries is fundamental to achieving results across the Bank's portfolio, and suggests specific ways of improving project performance.

### Ongoing Projects

4.34 *A QAG review done jointly with the Public Sector Governance Board of 25 ongoing PSG risky projects (out of a total of 87 projects) concluded that design issues were a factor in eleven of the projects.*<sup>34</sup> The most common design flaw was misreading the government's willingness and capacity to implement complex reform programs. Four of the 25 projects suffered from premature approval, resulting in weak understanding and ownership.

4.35 *Lack of Borrower ownership or commitment was a major contributory factor to poor implementation performance.* Many of the unsatisfactory projects had Borrower ownership or commitment issues that were major factors contributing to poor outcomes. However, in most of the cases with Borrower ownership issues, the underlying problem was lack of buy-in to the project design, which could be overcome through committed supervision or project restructuring. In a few cases, Borrower ownership was significantly altered during project implementation, such as in cases where there were changes in government or an economic or political crisis.

4.36 *In the recent QALP, only about 50 percent of the 11 PSG projects assessed were rated likely to achieve their DOs due in large part to major episodes of conflict in about 30 percent of the countries assessed.* Even with the small sample size, this illustrates how PSG projects are potentially more vulnerable to political factors over their full life than projects in other sectors. Panels felt that the PSG projects reviewed are hampered by insufficient Borrower long-term commitment, capacity and institutional constraints, and inadequate assessment of how the project may affect stakeholders, and thus require more attention during their design phase and also a more intensive Bank supervision presence than projects in other sectors of the Bank's portfolio.

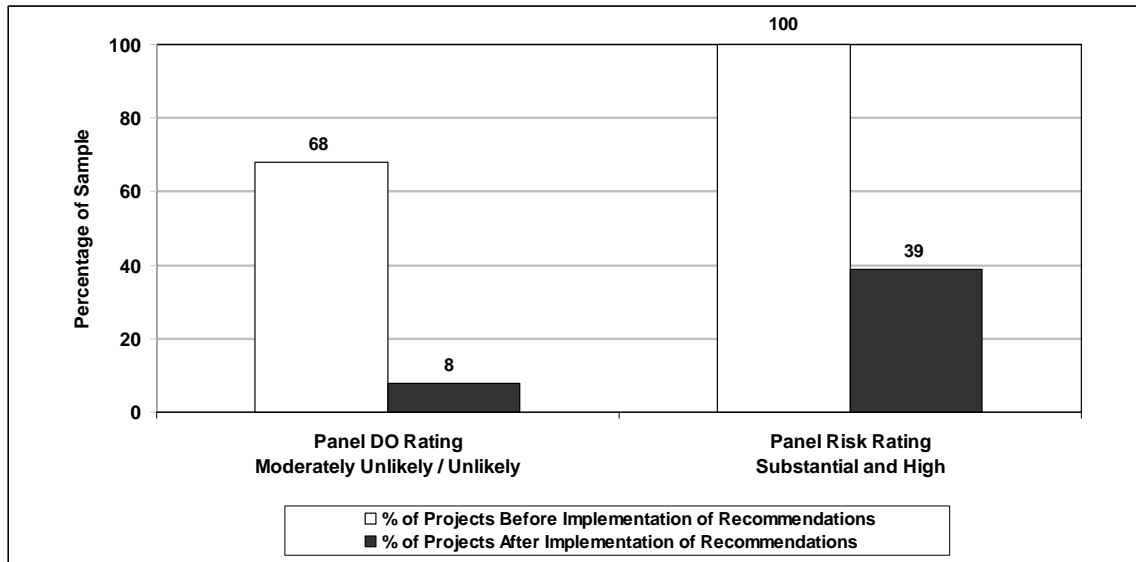
<sup>33</sup> *Public Sector Reform: What Works and Why? An IEG Evaluation of World Bank Support*, IEG 2008.

<sup>34</sup> *Improving Public Sector Governance Portfolio: Quality Enhancement Review*, A Joint QAG-Public Sector Governance Board review of 25 projects classified as "at risk", 2009.

4.37 *Aggregated ratings for the exercise tend to suggest that quality of implementation appears to be responsible for such an outcome.* However, a detailed examination of disaggregated components suggests that better project design and stronger supervision could have led to an improved implementation performance. For example, a Panel found that an institutional reform project did not include a good political economy or stakeholder analysis which could have identified and addressed better the challenges to implementation.

4.38 *The joint QAG-Public Sector Governance Board review also found that actions by the Bank could improve the success rate from about one third to 90 percent, as well as reduce project risks.* Panels in this review rated about two-thirds of the projects in the sample as not likely (i.e., Moderately Unlikely or worse) to meet their DOs. However, Panels believe that actions by the Bank could dramatically improve the probability of the projects meeting their DOs (see Figure 4.8). This includes implementing risk modification measures, and in some cases, project restructuring.

**Figure 4.8: PSG Panel DO and Risk Ratings Before and After Recommendations**



Source: QAG Review of PSG Projects at Risk

4.39 *Having a full suite of Bank diagnostic instruments and reports at hand helped but did not guarantee good design.* More thought needs to be given to relating projects to stages of public sector reform, getting sequencing right and ensuring that reform programs do not attempt transformations that the underlying governance conditions do not support.

4.40 *Bank experience with supporting the development and roll-out of Integrated Financial Management Information Systems (IFMIS) has been mixed.* In both Africa and Latin America, there have been serious technical setbacks. The problems were partly institutional, partly system design and complexity, leading to a breakdown of client confidence, rightly or wrongly, in the technology the Bank had built the project around. This suggests a need to review both the Bank's and global experience with these schemes.

4.41 *Results frameworks were viewed more as a compliance requirement than a tool for project design and implementation.* KPIs were often miss-specified and too numerous, seldom played a role in project supervision, and meant little to borrowers. A focus on results can improve project outcomes by improving design and making supervision more relevant, but requires recognizing that results frameworks are not working properly.

4.42 *Similarly, risk matrices were seldom used as a tool to improve project robustness.* Panels felt that risks included in the matrix were often chosen for the plausibility with which they could be mitigated, rather than their potential to affect project outcomes. As a result, the risks identified and mitigating measures proposed frequently did not relate to the real problems that emerged. Country ownership and understanding were often overestimated, and country capacity underestimated. In several cases, project components were driven by donor expectations, underscoring perhaps the challenge that many projects face in terms of harmonizing and balancing other donors' interests with the needs and objectives of the local government.

4.43 *The economic and financial analysis of projects was often omitted or done sketchily.* While a traditional economic analysis may not be feasible for PSG projects, a financial analysis should be undertaken to show the often significant downstream financial costs of projects, and to assess the budgetary capacity to meet them.

## Recommendations

4.44 *Improving PSG outcomes requires full engagement of the PSG Sector Board to strengthen Bank approaches in all sector segments.* Panels recommended the following:

- **Encourage greater client participation in project design**, by ensuring that teams have sufficient time for interaction with clients, keeping reform activities consistent with local capacity and governance conditions, avoiding over-ambitious goals, and recognizing that depending on the country circumstances a staged approach is more likely to work than a “big bang.”
- **Broaden efforts to undertake political economy, stakeholder and other related analysis** to better understand the drivers of change, their possible impact on project outcomes, and how proposed reforms could affect different stakeholders in the medium-term.
- **To counter the tendency to use PSG ESW mainly as gap identifying templates**, the PSG Sector Board should lead research into more staged approaches to PSG reform, emphasizing identification of entry points, appropriate reform sequence and what can be left for later. Public management systems must also take account of underlying governance conditions.
- **Staff should be encouraged to use results frameworks in a more participatory way to improve project design, not as a compliance requirement.** They should keep objectives and KPIs simple, attainable, limited in number, and they should measure improvements in systems, not service delivery.



- **Risk assessments should feed into PSG project design.** They should avoid underestimating country ownership risk and implementation capacity and feed political analysis into the design of the risk matrix.

## Management Actions

4.45 *In the context of the Governance and Anti-Corruption Implementation Plan, there has been increased investment in diagnostic work and engagement with stakeholders.* The plan focuses on 27 countries initiating country-specific GAC strategy processes. The intensified governance assessments aim, among others, to identify political obstacles to reform and feasible approaches to sequencing. The broadening of stakeholder engagement covers both project design as well as implementation. After an evaluation of the experience from these countries, Management will determine how to systematize and scale up the GAC work, including AAA.

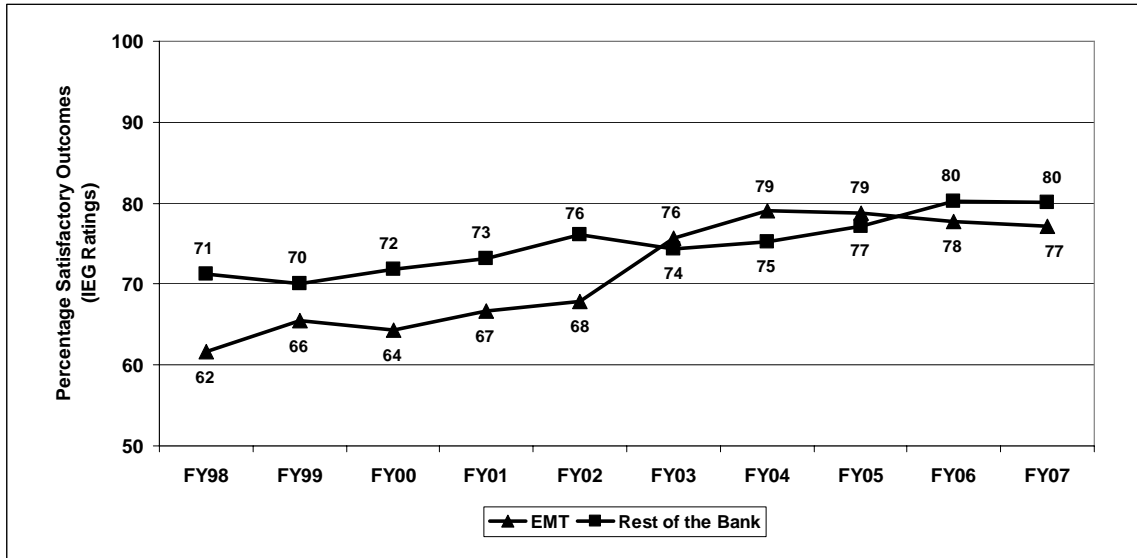
4.46 *Management has begun to address the skills gap issue.* There has been a strategic staffing exercise; recruitment and redeployment are under way to strengthen staffing, staff learning and skills building. To support skills upgrading and enhance learning among staff, a new generation of peer learning networks is beginning to emerge. The GAC action plan includes the design and implementation of a structured learning program for governance.

## D. ENERGY AND MINING SECTOR

### Completed Projects

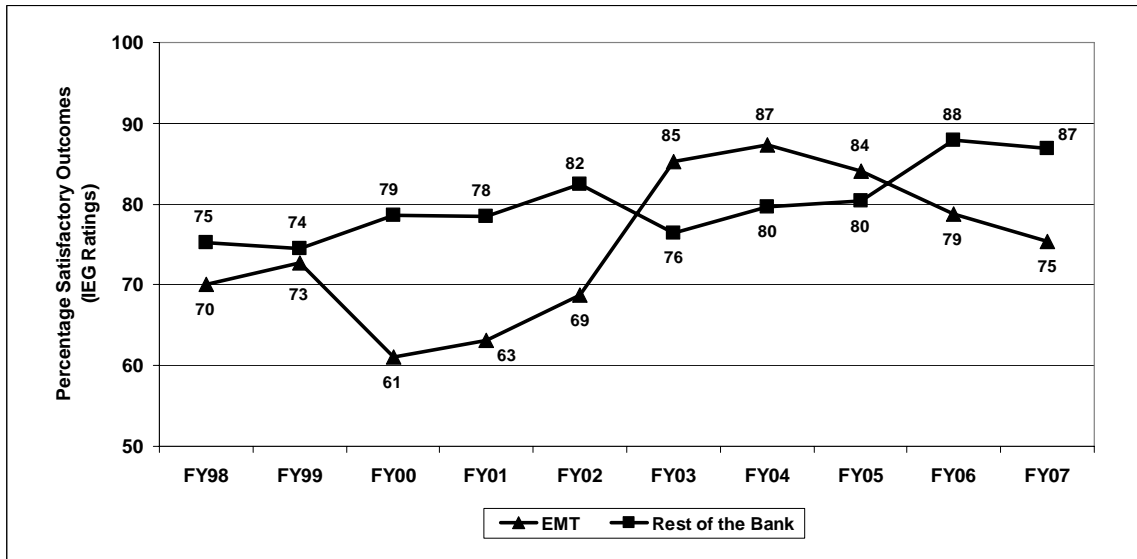
4.47 *During the period FY98-07, 71 percent of the 230 EMT operations that exited from the Bank portfolio had satisfactory outcomes.* This is slightly lower than the 75 percent satisfactory performance for the RoB. More than 50 percent of the unsatisfactory EMT exits over the FY98-07 period are concentrated in two regions: AFR and SAR. During the period FY05-07, the performance of EMT lagged behind the other Sector Boards within the Infrastructure Group. Compared to the previous three year period FY02-04, EMT performance declined during FY05-07 while the other Infrastructure Sector Boards either exhibited significant improvements or, in the case of Transport, maintained a high level of performance. Figures 4.9a and 4.9b show the comparative performance between EMT and the rest of the Bank. Table 4.7 gives the regional breakdown of EMT performance.

**Figure 4.9 (a): Comparative Performance for EMT vs. Rest of the Bank  
Percentage of Projects Exits Rated Satisfactory by IEG (FY98-07)  
(3-Year Moving Average by Number of Projects)**



Source: IEG Evaluations

**Figure 4.9 (b): Comparative Performance for EMT vs. Rest of the Bank  
Percentage of Projects Exits Rated Satisfactory by IEG (FY98-07)  
(3-Year Moving Average by Disbursement)**



Source: IEG Evaluations

**Table 4.7: EMT Performance by Region (FY99-07)  
Percentage of Projects with Satisfactory Outcomes  
(By Number of Projects and by Disbursements)**

	FY99-01	FY02-04	FY05-07	FY99-01	FY02-04	FY05-07
	By Number of Projects			By Disbursements		
AFR	38	76	58	39	51	55
EAP	71	85	100	70	92	100
ECA	83	79	86	65	96	77
Bank-wide	67	79	77	63	87	75

Note: Table 4.7 excludes regions with less than 10 IEG evaluations during each of the three year periods.

4.48 *A review of the unsatisfactory EMT operations that exited the portfolio between FY05-07 points to two key factors contributing to poor outcomes:*

- Weak Borrower commitment to overambitious development objectives, often involving power sector restructuring or privatization goals, which underestimated the political constraints to attaining these development objectives; and
- Complex project design, often involving multiple components, whose implementation was frequently beyond the institutional capacity of the responsible ministry or agency.

4.49 *About 75 percent of the unsatisfactory EMT projects during FY05-07 had power sector reform and/or privatization as one of their primary objectives.* A key Bank policy directive of the early 1990s was aimed at encouraging increased private sector investment and/or management in the operation of the energy sectors of developing countries. The impact of this directive on lending was to make sector reform and financial restructuring of sector utilities a primary objective of new Bank financing in energy. While these goals were aimed at improved sector efficiency and longer term sustainability, the realism of these objectives, including the institutional and political difficulties involved in reaching these goals, were often underestimated.

4.50 *There was a general tendency in most of the unsatisfactory projects reviewed to include several components, covering a number of sub-sectors, which resulted in implementing too many activities in a single operation.* As a result, project design ended up being overly complex in countries in which the implementation capacity of the borrowers was limited. Even though provisions were made to strengthen capacity, these steps were either late, or inadequate, to meet the implementation needs. Complex project designs, with multiple components within the same project, often result from limited 'lending slot' availability for energy operations in country lending programs with the consequent decision to try and address several objectives within a single operation.

4.51 *In addition, there were several 'implementation' weaknesses that characterized many of these 'failed' operations:*

- **Weak Implementation Performance.** There was typically a lack of readiness at Board approval that led to implementation delays of at least one year. Key staff of the

PIUs was often not in place at Board approval, procurement capacity was weak and there were frequent procurement problems during implementation.

- **Failure to Take Corrective Action.** At the time of the MTR, when it was apparent that implementation was well behind the original schedule and the DOs were at risk, opportunities were not taken to: (a) rationalize the operation; (b) cancel funds that were unlikely to be utilized; and (c) improve prospects for attaining the DOs.
- **Staffing Weaknesses.** A number of preparation and supervision teams lacked experienced staff in key disciplines, especially technical staff.

## Ongoing Projects

4.52 *Three QAG reviews of ongoing EMT projects indicate improved prospects for achieving development outcomes compared to historical performance.* The analysis reveals that the development objectives show greater realism, stronger government commitment, and the adoption of more flexible strategies to achieve development objectives such as sector reform. Similarly, there is a lower incidence of large, multi-component, projects being prepared without an adequate implementation framework. Subsequent discussions with energy sector managers tended to reinforce these conclusions.

4.53 *Of the eight EMT operations assessed in QSA7, two operations were rated Highly Satisfactory, three operations were rated Satisfactory, three operations were rated Moderately Satisfactory.* Four of these operations were in AFR, two of which were rated MS. The sample size was small, covered diverse energy operations (including two GEF operations) and precluded definitive conclusions. However, operations with strong government commitment and/or implementing agencies performed well and showed a higher likelihood of achieving the DOs. Conversely, multi component operations with weaker implementing agencies showed poor implementation performance and uncertainty regarding attainment of the DOs.

4.54 *Of the 13 EMT operations assessed in QEA8, one was rated Highly Satisfactory, eight were rated Satisfactory, and four were rated Moderately Satisfactory.* Given the geographical and sector diversity of these energy operations - one regional operation in Africa, three GEF operations, a DPL, and broad-based infrastructure operations covering middle income countries, such as Mexico and Morocco, and small island states - it is not possible to draw firm conclusions. However, Highly Satisfactory and Satisfactory operations, including two in AFR, were generally characterized by strong government commitment and realism in project design balanced with an institutional capacity to implement the project. The Moderately Satisfactory operations tended to have a weaker implementation framework.

4.55 *Of the 16 EMT operations – a statistically significant sample – assessed in the recent QALP, 14 or 92 percent are projected to meet their development objectives.* The current EMT portfolio appears on track to improve its performance. Operations with a high likelihood of achieving their DOs are characterized by: (a) strong support and commitment from the borrower; (b) implementation by a capable implementation agency; and (c) very good supervision by the Bank. The EMT performance was significantly higher than all other sectors where 10 or more operations were assessed in the QALP.

4.56 *A conclusion from the recent QAG assessments is that a higher proportion of recent EMT operations i.e. prepared after FY03, have improved prospects for achieving their development outcomes*, in comparison with the IEG outcome results for EMT operations that exited the portfolio during FY05-07. The analysis reveals that the DOs show greater realism, stronger government commitment, and the adoption of more flexible strategies to achieve DOs such as sector reform. Similarly, there is a lower incidence of large, multi-component projects being prepared without an adequate implementation framework. Subsequent discussions with energy sector managers tended to reinforce these findings.

### **Feedback from Sector Managers**

4.57 *The discussions with sector managers (including the anchor manager) addressed the two main factors affecting project outcomes:*

- (a) Are the DOs of recent energy operations more realistic and do they reflect country priorities? Do they also take into account issues of political economy, especially in regard to tariff increases?
- (b) Is there still a tendency to prepare complex, multi-component operations that underestimate the capacity of the country to implement such operations?

4.58 *Realism of Development Objectives (DO) and Borrower Commitment.* In regard to the DOs of recent energy operations i.e. those prepared since FY03, sector managers felt that DOs were now more realistic and were taking proper account of country sector priorities and commitment as well as lessons emerging from IEG evaluations. In addition, important changes have taken place in the external environment which has led to much scarcer private capital, which, in turn, made privatization of sector energy institutions impractical in many developing countries. Within the Bank, there has been increased emphasis on improving the operating performance of existing state-owned energy institutions and less emphasis on a Bank-driven privatization agenda. Finally, the approach to tariff improvements is more flexible and emphasizes not only tariff increases but also efficiency improvement measures, such as reducing T/D losses and installing metering to reduce theft, while protecting very low income consumers.

4.59 *Design Complexity and Institutional Capacity.* With regard to complexity in project design, sector managers and task team leaders now seem more conscious of this factor that has been highlighted repeatedly in QAG assessments and IEG evaluations. However, this concern still needs to be monitored for the following reasons: (a) institutional capacity assessment is still a weakness in project preparation; and (b) internal budget pressures and lending slot limitations continue within the Bank, especially in small AFR countries, and can still result in multi component operations, sometimes covering different infrastructure activities.

4.60 *Human Resource Issues in the Energy Sector.* Staffing also continues to be a constraint to good quality project preparation and supervision. A steady loss of experienced 'technical' energy staff to retirement during the 1990s without adequate replacement (especially engineers with utility experience) has resulted in a dearth of seasoned project staff. In the meantime, energy sector lending has been increasing since 2003 so that certain regions, Africa in particular, find themselves short of experienced staff to deliver a growing lending program and manage a

large supervision portfolio. In response to these staffing concerns, the Energy Sector Board undertook a skills gap review of the Bank energy staff in March 2008, which laid the basis for a recruitment strategy that is currently underway.

### Management Initiatives to Improve Portfolio Performance

4.61 *The HR Networks Team has prepared a detailed review of the skills gaps in the Energy, Transport, and Water sectors in March 2008.* The review had a number of recommendations to deal with the skills gap, including a recruitment strategy. This recruitment strategy in energy is already well underway and, over the past 18-24 months, has resulted in the recruitment of an increased number of energy staff to the Bank.

### Recommendations

4.62 *Recent evidence, based on QAG assessments and consultations with energy sector managers,* suggests that EMT operations in the current Bank portfolio have improved prospects for attaining their development objectives for the following considerations:

- (a) **Greater Realism of DOs:** Development objectives appear to reflect more closely sector goals to which governments are strongly committed. A more pragmatic approach is now being taken towards sector reform with the realization that institutional reform in particular is a lengthy process, involving several intermediate steps and sustained government commitment. In addition, development objectives with privatization as a goal are much less evident in standard investment loans, reflecting both the scarcity of private investment capital in global markets as well as the need to have strong government commitment to such an objective.

**Recommendation:** Sector managers should continue to monitor the realism of development objectives, particularly at the PCN review, taking into account issues of political economy and stability as well as past country performance in achieving project outcomes as assessed by IEG.

- (b) **Balance between Design Complexity and Institutional Capacity:** As a result of the relatively high proportion of EMT operations failing to achieve their objectives, there is now greater awareness of the need to match more closely project design with institutional capacity, especially for operations in AFR and in Fragile States. At the same time, internal regional pressures to commit IDA funds, slot limitations in smaller IDA countries, and pressures from governments themselves to include additional components tend to result in operations of increased scope and complexity. Consequently, there is still a need for sector managers to monitor carefully the balance between project scope and implementation capacity.

**Recommendation:** Sector managers need to give increased attention to the balance between project design and the institutional capacity of the key implementing agency, especially at the project concept stage. In making institutional capacity judgments, a review of past performance in both the sector

and the country provides useful inputs in identifying past managerial and/or technical shortcomings, and the need to make provision for such shortcomings in a new operation.

## V. RECOMMENDATIONS

5.1 *Implementation of recommendations from last year's ARPP on improving lending and portfolio quality has generally been satisfactory.* The Africa Region and the HNP and PSG Sector Boards commissioned QAG to do a learning review of their portfolios, focusing on risky projects and Fragile States. The QAG review resulted in project specific recommendations on how to improve outcomes and reduce risk. These recommendations are being followed up by AFTQK and the relevant Sector Boards. However, more work is needed in concretizing the recommendations on addressing systemic issues.

5.2 *Implementation of recommendations on improving portfolio measurement and monitoring will be taken up as part of the IL Reform.* In the case of AAA, there are ongoing efforts to address the issues raised in previous ARPPs. Work on the CAS Retrospective is also ongoing – the findings will provide the basis for identifying actions to improve CAS outcomes.

**Table 5.1: Status of Consolidated FY07 ARPP Recommendations**

Recommendations	Intermediate Actions	Status
<i>Lending and Portfolio Quality</i>		
<p>AFR to sustain efforts to improve project outcomes, focusing on older projects and projects in Fragile States, HDN, PREM, and ESSD. This would require performing an annual portfolio review, ensuring effective follow-up of QAG project specific recommendations, and addressing systemic quality issues.</p>	<ul style="list-style-type: none"> <li>• AFR with relevant Sector Boards to review current portfolio and address threats to satisfactory outcomes.</li> <li>• Next QSA to report on progress in AFR with respect to targeted portfolio segments.</li> </ul>	<ul style="list-style-type: none"> <li>• AFR commissioned QAG to review Fragile States and risky projects scheduled to close in FY10-12. AFR has made arrangements to ensure implementation of the project specific recommendations. An action plan has been put in place focusing on monitoring portfolio segments that pose the most risk.</li> </ul>



**Table 5.1: Status of Consolidated FY07 ARPP Recommendations (Cont'd)**

Recommendations	Intermediate Actions	Status
<b><i>Lending and Portfolio Quality</i></b>		
<p>Regions to work with HNP, PSD, and PSG Sector Boards to address relatively low project outcomes focusing on improving project design at entry and restructuring problem projects in current portfolio.</p>	<ul style="list-style-type: none"> <li>• Sector Boards and Regions to agree on role of Sector Boards in the quality assurance process at entry and to review current portfolio and address threats to satisfactory outcomes.</li> <li>• Next QSA and QEA to report on performance of HNP, PSD and PSG Sector Board projects.</li> </ul>	<ul style="list-style-type: none"> <li>• HNP and PSG Sector Boards commissioned QAG to review risky projects in the portfolio. The QAG findings and recommendations were discussed in the Sector Board and action plans are being prepared. FPD did an in-house portfolio review.</li> </ul>
<b><i>Portfolio Measurement and Monitoring</i></b>		
<p>OPCS and QAG to reform measurement and reporting of project risks by linking risk assessments at entry to risk management during implementation.</p>	<p>OPCS and QAG to review and recommend changes to the current system of project risk measurement and monitoring.</p>	<ul style="list-style-type: none"> <li>• This will be part of the IL Reform initiative.</li> </ul>
<p>OPCS to review Regional efforts to address impediments to managerial effectiveness in quality enhancement and lack of candor in reporting project performance.</p>	<p>OPCS will monitor the impact of the new Realism Index to see whether any further action on portfolio monitoring was necessary.</p>	<ul style="list-style-type: none"> <li>• There are initiatives in various Regions focusing on improving candor in ISRs. However, more comprehensive, systematic, and coordinated efforts are required to produce results.</li> </ul>
<b><i>AAA</i></b>		
<p>OPCS to restructure AAA definitions, guidelines and systems to improve results orientation, results measurement, and governance arrangements. These initiatives would help address recurring issues of lack of adequate management oversight and weak dialogue and dissemination.</p>	<p>OPCS to review AAA definitions, guidelines and systems to improve monitoring, measurement, results orientation and governance arrangements to address recurring issues of lack of management oversight.</p>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>

**Table 5.1: Status of Consolidated FY07 ARPP Recommendations (Cont'd)**

Recommendations	Intermediate Actions	Status
<i>Country Programs</i>		
<p>Regions to improve country program design and ensure that results frameworks of projects and AAA are strongly linked to sector and CAS outcomes.</p>	<ul style="list-style-type: none"> <li>• OPCS to complete the CAS Retrospective.</li> <li>• OPCS to review as part of the CAS Retrospective the adequacy of current instruments that track implementation of CAS programs.</li> <li>• OPCS to define, as part of the CAS Retrospective, the criteria for quality of MIC programs.</li> </ul>	<ul style="list-style-type: none"> <li>• CAS Retrospective under preparation which will provide a set of recommendations on how to improve CAS outcomes.</li> </ul>

5.3 *Table 5.2 below summarizes the recommendations from this year's ARPP and includes actions to be taken within the next 12 months.*

**Table 5.2: FY08 ARPP Recommendations**

Recommendations	Actions
<b><i>Strengthening Lending and Portfolio Management</i></b>	
Consider utilizing Additional Financing procedures for Repeater projects.	To be reviewed as part of IL Reform.
Review consistency of Trust Fund policies, procedures, and quality assurance in the context of monitoring implementation of the new Trust Fund Management Framework.	TFO to manage this review to be discussed with OVPs by end FY10.
Design system to enable teams to monitor during supervision the risks and mitigation measures identified at entry.	To be done as part of IL Reform and IDA Internal Controls Action Plan.
Review the definition of the Bank's portfolio.	OPCS to coordinate the review by FY10.
<b><i>Improving AFR Performance</i></b>	
<p>AFR Senior Management to review the following project management issues:</p> <ul style="list-style-type: none"> <li>• <i>Is there sufficient Technical Support to the task teams?</i></li> <li>• <i>Is the approach to lending to Fragile States appropriate?</i></li> <li>• <i>Is there a way of addressing perverse incentives to optimal project design and restructuring?</i></li> <li>• <i>How can Management proactivity be increased?</i></li> </ul>	AFR to expand by end FY09 the current action plan to address systemic quality issues.
<b><i>Improving HNP Performance</i></b>	
<ul style="list-style-type: none"> <li>• Sector Management to enhance oversight of the projects reviewed, including systematic follow-up of QER recommendations, especially in projects where the likelihood of success was rated moderately unlikely or unlikely before implementation of recommendations.</li> <li>• Sector Management to review the supervision budgets of the projects in the sample and ensure that there are adequate resources to implement recommendations.</li> </ul>	Sector Board has prepared and is implementing an action plan in response to the QAG Portfolio Review in FY08.

**Table 5.2: FY08 ARPP Recommendations (Cont'd)**

Recommendations	Actions
<i>Improving HNP Performance (Cont'd)</i>	
<ul style="list-style-type: none"> <li>• Sector Board to address the perennial problem of unrealistic project design and lack of readiness for implementation, including looking into strengthening the QER process and disseminating best practice to TTLs.</li> <li>• Sector Board to develop learning or mentoring programs in two areas of weaknesses identified by Panels: analysis of political economy and institutional capacity to implement reform, and results management.</li> <li>• Sector Board to offer to the Regions QER for high risk or problem projects under implementation.</li> <li>• Sector Board to review the skills issue, and develop a program to address this in both the short and longer term.</li> </ul>	
<i>Improving PSG Performance</i>	
<ul style="list-style-type: none"> <li>• Encourage greater client participation in project design by ensuring that teams have sufficient time for interaction with clients, keeping reform activities consistent with local capacity and governance conditions, avoiding over-ambitious goals, and recognizing that a staged approach is more likely to work than a “big bang.”</li> <li>• Broaden efforts to undertake political economy, stakeholder and other related analysis to better understand the drivers of change, and to analyze the stakeholders and their possible impact on a project’s outcome.</li> <li>• To counter the tendency to use PSG ESW as gap identifying templates, the PSG Sector Board should lead research into more staged approaches to PSG reform, emphasizing definition of entry points, reform sequences and what can be left to later. Public management systems must also take account of underlying governance conditions.</li> <li>• Staff should be encouraged to use results frameworks in a more participatory way to improve project design, not as a compliance requirement. They should keep objectives and KPIs simple, attainable, limited in number and which measure improvements in systems, not service delivery.</li> </ul>	<p>Sector Board to prepare an action plan by end FY09. The plan will build on the joint QAG-Public Sector Governance Board assessment of 25 ‘below the line’ risky projects. The PSG Sector Board has already begun implementing a number of actions, including:</p> <ul style="list-style-type: none"> <li>(i) Quarterly reviews of the PSG Board mapped projects in the regions;</li> <li>(ii) Development of political economy problem-driven guidance;</li> <li>(iii) Integrating governance and anticorruption at the country level in some 27 pilot countries (‘CGAC’ countries, chosen by the Regions);</li> <li>(iv) Development of actionable governance indicators (AGI) to assist regular measurement of specific reform outcomes (e.g., the Public Expenditure &amp; Financial Accountability (PEFA) indicators);</li> <li>(v) Ongoing research on a ‘platform’ or staged approach to PSG reforms;</li> <li>(vi) Creating team clusters in some regions where senior and junior staff are paired;</li> <li>(vii) Providing ‘just-in-time’ expert advice to regional staff on design, implementation and supervision of PSG projects. The PSG Board is conducting a review of all 95 active PSG Board mapped projects.</li> </ul>

**Table 5.2: FY08 ARPP Recommendations (Cont'd)**

<i>Improving PSG Performance (Cont'd)</i>	
<b>Recommendations</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>• Risk assessments should feed into PSG project design. They should avoid underestimating country ownership risk and implementation capacity and feed political analysis into the design of the risk matrix.</li> <li>• TTLs should be encouraged to undertake financial analysis of PSG projects during preparation.</li> </ul>	
<i>Improving EMT Performance</i>	
<ul style="list-style-type: none"> <li>• Sector managers should continue to monitor the realism of development objectives, particularly at the PCN review, taking into account issues of political economy and stability as well as past country performance in achieving project outcomes as assessed by IEG.</li> <li>• Sector managers need to ensure that a proper assessment of the institutional capacity of the key implementing agency has been undertaken during project preparation. In making institutional capacity judgments, a careful assessment of past operational performance needs to be taken into account, identifying key managerial and/or technical shortcomings, and making provision for these shortcomings in a new operation before implementation begins.</li> </ul>	<p>The EMT Sector Board, in collaboration with the regional energy managers, should continue to monitor IEG outcomes of EMT portfolio exits. A report of FY 08 portfolio exits should be prepared by mid-2009</p> <p>Regional sector managers need to pay attention to design complexity and institutional capacity to implement the project at the concept review stage of new project operations.</p>

**Annex 1****THE PORTFOLIO – AN OVERVIEW TABLE**

Fiscal Year	FY03	FY04	FY05	FY06	FY07	FY08 <sup>a/</sup>
	Net Commitments (\$ M)					
<b>Opening Balance</b>	<b>104,577</b>	<b>96,932</b>	<b>94,743</b>	<b>95,859</b>	<b>95,194</b>	<b>105,167</b>
IBRD	64,741	57,336	52,791	54,309	53,111	54,015
IDA	37,860	37,436	39,763	38,902	39,778	43,776
TF	1,976	2,160	2,189	2,647	2,305	7,376
Of Which RE	0	3	40	380	0	0
<b>Approvals in FY</b>	<b>18,911</b>	<b>20,598</b>	<b>22,670</b>	<b>24,599</b>	<b>25,592</b>	<b>25,585</b>
IBRD	11,231	11,045	13,334	14,135	12,784	13,468
IDA	7,283	9,035	8,559	9,446	11,752	11,235
TF	398	518	777	1,018	1,056	883
Of Which RE	182	245	449	693	725	462
<b>Cancellations in FY<sup>b/</sup></b>	<b>3,258</b>	<b>1,792</b>	<b>2,092</b>	<b>1,132</b>	<b>1,211</b>	<b>751</b>
IBRD	2,890	1,437	1,588	917	1,015	538
IDA	368	355	504	215	195	203
TF	0	0	0	0	0	9
Of Which RE						
<b>Exits</b>	<b>24,242</b>	<b>20,721</b>	<b>20,081</b>	<b>23,827</b>	<b>18,813</b>	<b>19,979</b>
IBRD	16,499	14,056	10,734	14,419	10,979	12,547
IDA	7,532	6,333	9,021	9,194	7,676	6,895
TF	212	332	325	214	159	537
Of Which RE	0	5	0	0	0	207
Errors in reconciliation <sup>c/</sup>	944	-274	618	-306	4,405	1,688
<b>PORTFOLIO: end-year balance</b>	<b>96,932</b>	<b>94,743</b>	<b>95,859</b>	<b>95,194</b>	<b>105,167</b>	<b>111,710</b>
Of Which RE	3	40	380	0	0	3,801
<b>Real<sup>d/</sup></b>	<b>116,505</b>	<b>109,151</b>	<b>106,274</b>	<b>101,703</b>	<b>108,419</b>	<b>111,710</b>
	Number of Projects					
<b>Opening Balance</b>	<b>1,543</b>	<b>1,517</b>	<b>1,467</b>	<b>1,459</b>	<b>1,468</b>	<b>1,570</b>
IBRD <sup>e/</sup>	680	642	582	567	554	544
IDA	748	753	764	765	791	803
TF	115	122	121	127	123	223
Of Which RE	0	1	1	8	0	0
<b>Approvals in FY</b>	<b>265</b>	<b>276</b>	<b>317</b>	<b>333</b>	<b>357</b>	<b>344</b>
IBRD <sup>e/</sup>	99	87	115	113	111	99
IDA	141	158	162	173	187	199
TF	25	31	40	47	59	46
Of Which RE	7	11	15	24	35	24
<b>Exits</b>	<b>289</b>	<b>320</b>	<b>317</b>	<b>290</b>	<b>266</b>	<b>256</b>
IBRD <sup>e/</sup>	138	149	133	125	110	101
IDA	139	147	160	147	142	125
TF	12	24	24	18	14	30
Of Which RE	0	1	0	0	0	10
Errors in reconciliation	-2	-6	-8	-34	11	-41
<b>End-Year Balance<sup>e/</sup></b>	<b>1,517</b>	<b>1,467</b>	<b>1,459</b>	<b>1,468</b>	<b>1,570</b>	<b>1,617</b>
Of Which RE	1	1	8	0	0	90

a/ The following additions have been retrofitted to the FY08 Opening Balance: (i) Recipient-Executed Trust Funds that were approved prior to FY08, and recently moved to the Portfolio. (ii) Recipient-Executed Trust Funds that were approved prior to FY08, and exited the portfolio during FY08.

b/ Cancellations represent partial reduction in commitments but do not include commitments for projects that exit in the fiscal year. They therefore reduce commitment amounts but not the number of projects in the portfolio.

c/ End-year balance may not equal Opening balance plus approvals minus cancellations and exits due to synchronization errors between systems.

d/ Real term figures are based on the Disbursement Deflator for IBRD/IDA and IFC.

e/ The Number of Projects in Business Warehouse for IBRD Source of Funds includes Blend operations.

Annex 2**BASIC PORTFOLIO DEFINITIONS AND DATA SOURCES****PORTFOLIO DEFINITIONS**

1. The portfolio covered by the FY08 ARPP includes all IBRD, IDA, GEF, Montreal Protocol, and Special Financing operations approved through FY08, and excludes those that were completely cancelled and/or closed during the fiscal year. All dollar figures are in nominal terms unless otherwise stated. The ARPP used deflators provided by DEC. Terms used in reference to the portfolio include:

- **Portfolio.** All loans approved through FY08 excluding those which were closed or completely cancelled prior to the end of the fiscal year. The portfolio includes GEF, IBRD, IDA, Montreal Protocol, and Special Financing operations. The portfolio only includes operations that are active at the end of the fiscal year.
- **Actual Problem Projects.** Projects for which Implementation Progress is rated unsatisfactory and/or the Development Objectives are rated as unsatisfactory.
- **Country Client Groupings.** Countries are grouped according to the level of their income, size, risk and performance for purposes of portfolio trend analysis. IBRD Investment Grade Countries include countries that have high credit ratings. Core IBRD Countries exclude Investment Grade Countries. The set of Fragile States is based on a list provided by OPCS. The Core IDA countries exclude Fragile States. Blend countries have both IBRD and IDA loans.
- **Commitments at Risk.** These are commitments of actual and potential problem projects.
- **Country Policy and Institutional Assessment (CPIA).** The Country Policy and Institutional Assessment is an annual exercise in which country teams provide input to OPCS in order to assess the quality of each borrower's policies and institutions in the areas generally considered to be relevant to economic growth and poverty reduction and effective aid use.
- **Deflator.** The Industrial Country Deflator is used to convert Bank costs, e.g. project preparation costs and AAA completion costs, to real terms. The Commitment Deflator is used to convert nominal lending to real terms. The Disbursement Deflator is used to convert completed project nominal disbursements to real terms.
- **Development Objectives (DO).** The rating of an operation's DO is based on the likelihood of attaining the development objectives set in the Project Appraisal Document or as formally revised during Implementation. This rating may be satisfactory or unsatisfactory and is the responsibility of the Task Team Leader, who must report on it, at least annually, in the *Implementation Status and Results Report*.

The DO rating takes into account not only implementation progress, but also other factors such as inappropriate design, unforeseeable adverse economic and financial developments, price fluctuations of project outputs, and changes in government policy.

- **Disbursement Ratio.** The ratio of disbursements during the fiscal year to the undisbursed balance at the beginning of the fiscal year, investment operations only.
- **Implementation Progress (IP).** The IP rating is based on an overall judgment of implementation performance in relation to the benchmarks in the Project Appraisal Document or as formally revised during implementation. The rating is the responsibility of the Task Team Leader, who reports it generally at least once a year in the ISR.
- **Net Commitments.** Total commitments net of cancellations for all projects in the portfolio.
- **Net Disconnect.** The difference between the percentage of projects rated as unsatisfactory by IEG and the percentage rated by the Regions in the final ISR as unsatisfactory for achieving their development objectives.
- **Potential Problem Projects.** Projects which are rated satisfactory on IP and DO but have other risk factors historically associated with unsatisfactory outcomes. The criteria to consider projects as potential problem projects are described below in the Section on “Measuring Portfolio Performance.”
- **Proactivity Index.** The proportion of projects rated as actual problem projects 12 months earlier that have been upgraded, restructured, suspended, closed, or partially (20% plus of commitments) or fully canceled.
- **Projects-at-Risk.** Projects at risk of not meeting their development objectives. Projects at risk is the sum of actual problem projects and potential problem projects.
- **Quality-at-Entry Assessment (QEA).** A periodic exercise conducted by QAG to measure the Quality-at-Entry of projects shortly after they are approved by the Board. Quality-at-Entry is a prime determinant of successful development outcomes, and deficiencies in design are difficult to correct during Implementation. The foundations of a project are laid during Preparation, before it enters the portfolio. QEA8 is the most recent Quality-at-Entry exercise and covered all projects approved by the Board in FY06–FY07.
- **Quality of Supervision Assessment (QSA).** A periodic exercise conducted by QAG to measure the quality of supervision for projects, during a specific period. The Quality of Supervision Assessments are real time reviews of overall supervision performance for the previous two years. The assessment focuses on the quality of the



supervision of Bank projects and not on the quality of the projects per se. The last QSA7 exercise covered the end-FY07 portfolio.

- **Quality Assessment of Lending Portfolio (QALP).** The QALP substituted for the eighth round of the QSA which was scheduled to be undertaken in FY09. The main objective of QALP is to assess the likelihood of achieving DOs, to identify shortcomings and risks midway during implementation, and provide recommendations to teams on how to improve outcomes. To do so, the QALP questionnaire combined an assessment of quality at design with quality of implementation and quality of Bank supervision.
- **Realism Index.** The ratio of the percentage of Actual Problem Projects in the Portfolio and the percentage of Unsatisfactory IEG Outcomes for the most recent project completions (1,000 evaluations), on a rolling basis.

## MEASURING PORTFOLIO PERFORMANCE

2. Experience shows that IP and DO ratings have tended to be over-optimistic when compared to the outcomes ratings that projects are given by IEG upon completion. To address this deficiency, the FY96 ARPP introduced the concept of projects at risk as the basic measure of portfolio performance.

3. Projects at risk include both actual and potential problem projects. Potential problem projects are those that, although rated as satisfactory for both IP and DO, are affected by factors likely to bring about an eventual unsatisfactory outcome. These projects are identified by criteria (“flags”) that take into account not only various aspects of actual implementation experience, but also other relevant factors such as economic management and past portfolio performance in the country. Specifically, potential problem projects are identified as projects exhibiting three or more of the following twelve risk “flags” for investment projects:

- **Legal Covenants.** Any of the Critical Legal Covenants rated "Not Complied with" in the last ISR;
- **Safeguards.** Ratings of MU, U or HU on any Applicable Safeguard Policy in the last ISR;
- **Counterpart Funds.** Counterpart Funding rated MU, U or HU in the last ISR (formerly the Financial Performance Flag);
- **Monitoring and Evaluation (M&E).** Monitoring and Evaluation rated MU, U or HU in the last ISR;
- **Financial Management.** Financial Management rated MU, U or HU in the last ISR;
- **Procurement.** Procurement rated MU, U or HU in the last ISR;

- **Project Management.** Project Management rated MU, U or HU in the last ISR;
  - **Long-Term Risk.** Project with IP or DO rated MU, U or HU for any 24 months cumulative during the life of the project. This flag is removed when the project has been rated MS, S, or HS for IP and DO for the previous 24 months;
  - **Effectiveness Delay.** Elapsed time between Board approval and effectiveness of more than nine months for investment and more than three months for emergency operations. This flag is turned off three years after Board approval;
  - **Disbursement Delay.** Disbursement delay of 24 months or more for investment and 6 months or more for emergency operations. Delay is calculated based on the initial or formally revised disbursement schedule for the project;
  - **Country Environment.** Located in a country with weak economic management (CPIA rating of less than 3.0 on a scale of 1 to 6). Once "flagged," the CPIA rating must exceed 3.5 for the flag to be removed. This flag also includes countries which are in a conflict or post-conflict environment; and
  - **Country Record.** Located in a country with a net disconnect of 20 percent or more, or where net commitments associated with unsatisfactory projects (as rated by IEG) represent more than 40 percent of commitments for completed projects over the previous five years. In cases where the sample of IEG evaluations is too small, ICR data, data on mature projects, and experience of other donors is used to arrive at a robust conclusion. This flag also captures countries with less than Moderately Satisfactory Country Assistance Evaluation (CAE) ratings by IEG in previous five fiscal years.
4. For Development Policy Lending operations, potential problem projects are identified as projects with two or more of the following seven flags (at least one project specific):
- **Monitoring and Evaluation.** Monitoring and Evaluation rated MU, U or HU in the last ISR;
  - **Project Management.** Project Management rated MU, U or HU in the last ISR;
  - **Long-term Risk.** Project with IP or DO rated MU, U or HU for any 24 months cumulative during the life of the project. This flag is removed when the project has been rated MS, S or, HS for IP and DO for the previous 24 months;
  - **Effectiveness Delay.** Elapsed time between Board approval and effectiveness of more than six months for policy-based lending. This flag is turned off three years after Board approval;

- **Disbursement Delay.** Disbursement delay of 6 months or more for policy-based lending. Delay is calculated based on the initial or formally revised disbursement schedule for the project;
- **Country Environment.** Located in a country with weak economic management (CPIA rating of less than 3.0 on a scale of 1 to 6). Once "flagged", the CPIA must exceed 3.5 for the flag to be removed. This flag also includes countries which are in a conflict or post-conflict environment; and
- **Country Record.** Located in a country with a net disconnect of 20 percent or more, or where net commitments associated with unsatisfactory projects (as rated by IEG) represent more than 40 percent of commitments for completed projects over the previous five years. In cases where the sample of IEG evaluations is too small, ICR data, data on mature projects and experience of other donors is used to arrive at a robust conclusion. This flag also captures countries with less than Moderately Satisfactory CAE ratings by IEG in previous five fiscal years.

5. The at-risk ratings provide a better picture of the current state of the portfolio than IP/DO ratings taken in isolation, because they are more comprehensive and provide an early warning of potential failures and their causes.

6. **Golden Flag.** The projects at risk concept, however, is not perfect. It has been noted that some operations that get flagged as "risky" are subsequently evaluated as Satisfactory because risks have been addressed, and others that are evaluated as unsatisfactory were not captured by the system. To correct for this, the Regions can override the at-risk rating with a thirteenth flag first introduced in FY97--the "Golden Flag." In each of the fiscal years FY03, FY04, and FY06, approximately one percent of the portfolio had the golden flag. A Golden Flag for a project is turned off if the project becomes unsatisfactory for IP or DO, or the total number of at risk flags for that project goes below three for investment and below two for policy-based lending operations. If the project subsequently gets three or more at-risk flags for investment and two or more for policy-based lending operations, a new request and justification for a Golden Flag is required.

## DATA SOURCES

7. Data for the ARPP Report and Statistical Tables are taken from the Bank's Business Warehouse. The ISR ratings used in the ARPP were "frozen" by ISG as of June 30, 2008. The IEG evaluation ratings from the Bank's Business Warehouse are provided as of February 23, 2009. Other data sources include the Loan Accounting System for data on disbursements and cancellations.

8. Blend operations include both IDA and IBRD. In the ARPP Statistical Tables, number of projects, portfolio status indicators, IEG outcomes and net disconnect for blend operations are included under IBRD. Commitment amounts, however, are included under IDA and IBRD, respectively.

9. All costs related to AAA in the ARPP Report and Statistical Tables include both Bank Budget (BB) and Trust Fund (TF).

10. Fragile States country category in the ARPP Report and Statistical Tables is based on the list of Fragile States countries as of May 2008 from Fragile States Web site.

### **Portfolio classification**

11. The portfolio is classified in the ARPP by region, network/sector board, sector, theme and lending instrument.<sup>35</sup>

12. The “Projects (No.)” column in the Statistical Appendix, Tables 3.11 to 3.18 includes only those projects that are rated by IEG.

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<sup>35</sup> These classifications are assigned by Task Team Leaders during project preparation. While the classification by Regions is reliable, there are ambiguities and overlaps in the classification by sectors and lending instruments, e.g., projects which belong to the Urban Development sector board may be misclassified by the task team to other sector boards.

## PORTFOLIO CLASSIFICATION

A. REGION	B. NETWORK/SECTOR BOARD	C. SECTORS	D. THEMES	E. LENDING INSTRUMENTS
Africa (AFR) East Asia and Pacific (EAP) Europe and Central Asia (ECA) Latin America and the Caribbean (LCR) Middle East and North Africa (MNA) South Asia (SAR) Multi Regional (OTH)	<p><b><u>FPD</u></b>            Finance            Private Sector Development</p> <p><b><u>HDN</u></b>            Education            Health, Nutrition and Population            Social Protection</p> <p><b><u>PREM</u></b>            Economic Policy            Gender and Development            Poverty Reduction            Public Sector Governance</p> <p><b><u>SDN</u></b>  <b><u>ESSD</u></b>            Environment            Rural Sector            Social Development</p> <p><b><u>INF</u></b>            Energy and Mining            Global Information/Communications            Transport            Urban Development            Water Supply and Sanitation</p>	<p><b><u>Agriculture, Fishing, and Forestry</u></b>            General agriculture, fishing and forestry sector            Irrigation and drainage</p> <p><b><u>Education</u></b>            Primary education            Tertiary education</p> <p><b><u>Energy and Mining</u></b>            Power</p> <p><b><u>Finance</u></b>            Banking</p> <p><b><u>Health and Other Social Services</u></b>            Health            Other social services</p> <p><b><u>Industry and Trade</u></b>            General industry and trade sector</p> <p><b><u>Information and Communications</u></b>            Telecommunications</p> <p><b><u>Law and Justice and Public Administration</u></b>            Central government administration            Sub-national government administration</p> <p><b><u>Transportation</u></b>            General transportation sector            Roads and highways</p> <p><b><u>Water, Sanitation and Flood Protection</u></b>            General water, sanitation and flood protection sector            Sewerage Water supply</p>	<p><b><u>Economic Management</u></b>            Macroeconomic management</p> <p><b><u>Public Sector Governance</u></b>            Administrative and civil service reform</p> <p><b><u>Rule of Law</u></b>            Law reform            Legal institutions for a market economy</p> <p><b><u>Financial and Private Sector Development</u></b>            Infrastructure services for private sector development            Other financial and private sector development            Regulation and competition policy            State enterprise/bank restructuring and privatization</p> <p><b><u>Trade and Integration</u></b>            Export development and competitiveness</p> <p><b><u>Social Protection and Risk Management</u></b>            Improving labor markets</p> <p><b><u>Social Dev/Gender/Inclusion</u></b>            Participation and civic engagement</p> <p><b><u>Human Development</u></b>            Education for all            Health system performance</p> <p><b><u>Urban Development</u></b>            Access to urban services and housing            Municipal governance and institution building            Other urban development</p> <p><b><u>Rural Development</u></b>            Rural services and infrastructure</p> <p><b><u>Environment and Natural Resources Management</u></b>            Environmental policies and institutions,            Pollution management and environmental health, Water resource management</p>	<p><b><u>Investment Operations</u></b>            Adaptable Program Loan (APL)            Emergency Recovery Loan (ERL)            Financial Intermediary Loan (FIL)            Learning and Innovation Loan (LIL)            Sector Investment &amp; Maintenance Loan (SIM)            Specific Investment Loan (SIL)            Technical Assistance Loan (TAL)</p> <p><b><u>Development Policy Operations</u></b>            Development Policy Lending (DPL)            Debt and Debt Service Reduction Loan (DRL)            Expanded Co-financing Operation (ECO)            Poverty Reduction Support Credit (PRC)            Programmatic Structural Adjustment Loan (PSL)            Rehabilitation Loan (RIL)            Sector Adjustment Loan (SAL)            Special Structural Adjustment Lending (SSL)            Structural Adjustment Loan (SAL)</p>

**ANNUAL REPORT  
ON PORTFOLIO PERFORMANCE**

**Fiscal Year 2008**

**April 22, 2009  
(STATISTICAL APPENDIX)**



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**FY08 ARPP: STATISTICAL APPENDIX**  
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TABLE 2.1: PORTFOLIO DISTRIBUTION BY REGION

Region	IBRD			IDA			Trust Funds			Total		
Projects (No.)	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08
AFR	10	4	3	333	360	385	12	29	67	355	393	455
EAP	143	110	111	85	86	97	24	27	47	252	223	255
ECA	150	143	145	138	143	138	30	20	24	318	306	307
LCR	238	196	198	47	51	63	28	33	34	313	280	295
MNA	75	60	54	34	33	32	21	23	42	130	116	128
SAR	26	31	29	116	130	131	6	5	15	148	166	175
OTH	0	0	0	0	0	0	1	1	2	1	1	2
<b>Total</b>	<b>642</b>	<b>544</b>	<b>540</b>	<b>753</b>	<b>803</b>	<b>846</b>	<b>122</b>	<b>138</b>	<b>231</b>	<b>1,517</b>	<b>1,485</b>	<b>1,617</b>
<b>Commitment (US\$ Billion)</b>												
AFR	0.2	0.1	0.0	15.6	20.7	22.8	0	0	1	16.0	21.1	23.9
EAP	16.6	11.9	12.2	5.9	6.0	6.9	1	1	2	23.4	18.9	20.9
ECA	12.4	14.1	15.5	2.4	2.4	2.4	0	0	0	15.1	16.7	18.1
LCR	18.1	15.4	17.2	1.4	1.0	1.2	0	0	0	19.8	16.9	18.9
MNA	3.5	4.5	4.7	1.3	1.3	1.6	0	0	1	5.0	6.1	7.0
SAR	6.5	8.1	7.5	10.9	12.4	13.2	0	0	2	17.6	20.7	22.8
OTH	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0	0.0	0.0	0.0
<b>Total</b>	<b>57.3</b>	<b>54.0</b>	<b>57.1</b>	<b>37.4</b>	<b>43.8</b>	<b>48.1</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>96.9</b>	<b>100.4</b>	<b>111.7</b>

TABLE 2.2: PORTFOLIO DISTRIBUTION BY REGION/COUNTRY

Region/Country	Projects (No.)			Net Commitments (US\$ Million)		
	FY03	FY07	FY08	FY03	FY07	FY08
<b>AFR</b>						
Africa	7	28	38	50	1,770	2,364
Angola	3	6	6	83	278	278
Benin	8	9	9	127	290	354
Burkina Faso	13	15	14	477	541	535
Burundi	6	8	9	195	317	326
Cameroon	9	8	10	504	264	362
Cape Verde	7	4	3	91	55	53
Central African Republic	2	3	4	25	117	49
Chad	9	7	7	316	166	141
Comoros	4	1	1	38	18	18
Congo, Democratic Republic of	2	10	12	504	1,737	1,956
Congo, Republic of	4	5	7	93	122	179
Cote d'Ivoire	10		4	703	0	247
Eritrea	9	6	6	397	214	239
Ethiopia	19	21	28	1,846	1,995	2,715
Gabon	2	2	2	15	50	50
Gambia, The	6	4	4	99	51	54
Ghana	18	15	18	895	825	812
Guinea	8	9	11	218	201	208
Guinea-Bissau	4	5	5	77	72	66
Kenya	12	16	15	774	906	1,004
Lesotho	8	8	9	137	114	108
Liberia		6	11	0	77	137
Madagascar	15	17	18	717	1,016	1,083
Malawi	12	11	11	419	372	396
Mali	10	14	11	518	667	486
Mauritania	10	10	12	230	295	314
Mauritius	2			14	0	0
Mozambique	17	15	17	941	763	804
Namibia		3	3	0	20	20
Niger	7	9	10	216	301	311
Nigeria	12	24	24	911	2,592	2,962
Rwanda	9	11	11	297	307	291
Sao Tome and Principe	2	2	3	10	12	18
Senegal	18	17	17	782	742	717
Sierra Leone	7	9	9	159	245	256
South Africa	4	5	4	60	43	28
Sudan			20	0	0	372
Swaziland	1			29	0	0
Tanzania	24	23	23	1,419	1,904	2,001
Togo	0		1	0	0	17
Uganda	21	18	17	995	1,313	1,245
Zambia	14	9	11	568	324	372
Zimbabwe	0			5	0	0
<b>Sub Total</b>	<b>355</b>	<b>393</b>	<b>455</b>	<b>15,951</b>	<b>21,093</b>	<b>23,947</b>

TABLE 2.2: PORTFOLIO DISTRIBUTION BY REGION/COUNTRY

Region/Country	Projects (No.)			Net Commitments (US\$ Million)		
	FY03	FY07	FY08	FY03	FY07	FY08
<b>EAP</b>						
Cambodia	16	11	15	340	235	396
China	93	74	76	14,581	9,908	10,212
East Asia and Pacific	1	4	3	11	37	26
Indonesia	40	26	40	3,037	2,786	3,521
Kiribati		1	1	0	2	2
Korea, Republic of	1			95	0	0
Lao People's Democratic Republic	12	13	17	216	170	205
Malaysia	2	1	1	269	25	25
Mongolia	10	14	14	166	203	168
Pacific Islands		1	1	0	9	9
Papua New Guinea	5	2	3	117	103	122
Philippines	21	23	27	1,380	1,281	1,421
Samoa	3	3	3	24	30	29
Solomon Islands	1		2	4	0	5
Thailand	8	2	2	614	129	129
Timor-Leste	11	8	6	70	41	20
Tonga	1	2	2	6	12	12
Vietnam	27	38	42	2,484	3,957	4,631
<b>Sub Total</b>	<b>252</b>	<b>223</b>	<b>255</b>	<b>23,413</b>	<b>18,927</b>	<b>20,934</b>
<b>ECA</b>						
Albania	21	18	18	286	272	310
Armenia	14	17	17	266	287	292
Azerbaijan	14	16	24	336	773	2,040
Belarus	1	2	2	23	73	88
Bosnia and Herzegovina	20	16	14	308	301	243
Bulgaria	10	9	8	299	418	384
Central Asia	1	1	1	10	25	25
Croatia	11	18	16	493	1,109	1,063
Estonia	1			25	0	0
Europe and Central Asia	2	1	2	10	5	12
Georgia	18	19	15	314	320	262
Hungary	1	2	2	32	44	44
Kazakhstan	9	10	12	566	568	618
Kosovo	10	6	7	42	39	49
Kyrgyz Republic	14	20	18	259	268	205
Latvia	8			104	0	0
Lithuania	6	2	2	108	42	42
Macedonia, former Yugoslav Republic of	8	12	13	151	182	283
Moldova	11	15	15	142	180	191
Montenegro		5	6	0	34	43
Poland	11	8	7	1,027	767	736
Romania	25	21	20	1,334	1,760	1,768
Russian Federation	32	20	18	2,759	1,771	1,676
Serbia	15	10	12	272	398	451
Slovak Republic	3	3	2	206	23	19
Slovenia	2			25	0	0
South Eastern Europe and Balkans			1	0	0	5
Tajikistan	11	14	16	171	179	180
Turkey	16	24	22	4,440	5,675	5,682
Turkmenistan	1			15	0	0
Ukraine	13	11	12	739	924	1,208
Uzbekistan	9	6	5	345	252	223
<b>Sub Total</b>	<b>318</b>	<b>306</b>	<b>307</b>	<b>15,107</b>	<b>16,687</b>	<b>18,140</b>

TABLE 2.2: PORTFOLIO DISTRIBUTION BY REGION/COUNTRY

Region/Country	Projects (No.)			Net Commitments (US\$ Million)		
	FY03	FY07	FY08	FY03	FY07	FY08
<b>LCR</b>						
Argentina	33	29	28	3,908	3,927	3,999
Barbados	1	1		15	15	0
Belize	1			13	0	0
Bolivia	17	5	12	597	190	278
Brazil	57	52	53	4,943	4,386	5,084
Caribbean	1	3	4	5	16	40
Central America	1	3	3	11	24	24
Chile	6	8	9	309	215	240
Colombia	22	20	23	1,120	1,935	3,458
Costa Rica	4	3	4	81	84	157
Dominica	1	1	1	3	1	1
Dominican Republic	8	7	9	220	292	408
Ecuador	12	9	4	308	310	40
El Salvador	7	4	3	397	195	171
Grenada	4	4	5	28	28	27
Guatemala	13	9	9	567	385	404
Guyana	4	3	4	52	26	37
Haiti		10	12	0	138	167
Honduras	13	16	17	321	361	387
Jamaica	4	5	7	110	107	157
Latin America	2	3	3	18	24	23
Mexico	26	22	19	4,212	2,322	2,166
Nicaragua	16	11	13	439	215	255
OECS Countries	1	3	4	6	21	28
Panama	9	4	7	229	145	205
Paraguay	5	4	4	152	129	154
Peru	14	19	16	583	909	505
St. Kitts and Nevis	4	2	2	22	9	9
St. Lucia	5	6	6	30	42	42
St. Vincent and the Grenadines	2	2	2	9	13	13
Trinidad and Tobago	2	1	1	31	20	20
Uruguay	11	10	10	873	375	376
Venezuela, Republica Bolivariana de	7	1	1	222	17	17
<b>Sub Total</b>	<b>313</b>	<b>280</b>	<b>295</b>	<b>19,836</b>	<b>16,875</b>	<b>18,891</b>
<b>MNA</b>						
Algeria	13	3	1	561	45	18
Djibouti	7	6	6	94	72	48
Egypt, Arab Republic of	16	15	18	769	1,322	1,989
Iran, Islamic Republic of	4	9	8	432	1,355	1,210
Iraq		4	15	0	399	917
Jordan	8	9	12	315	270	292
Lebanon	13	9	9	529	335	316
Morocco	17	14	9	435	801	567
Red Sea and Gulf of Aden	1			6	0	0
Tunisia	18	17	16	986	695	599
West Bank and Gaza	15	11	14	189	113	190
Yemen, Republic of	18	19	20	676	712	853
<b>Sub Total</b>	<b>130</b>	<b>116</b>	<b>128</b>	<b>4,993</b>	<b>6,118</b>	<b>7,000</b>

TABLE 2.2: PORTFOLIO DISTRIBUTION BY REGION/COUNTRY

Region/Country	Projects (No.)			Net Commitments (US\$ Million)		
	FY03	FY07	FY08	FY03	FY07	FY08
<b>SAR</b>						
Afghanistan	8	21	32	315	1,014	2,698
Bangladesh	25	24	21	2,154	1,975	2,005
Bhutan	3	6	7	36	69	73
India	70	67	59	13,007	14,267	13,708
Maldives	1	2	4	18	25	46
Nepal	10	13	16	303	470	823
Pakistan	15	20	22	1,227	2,047	2,509
Sri Lanka	16	13	14	545	786	915
<b>Sub Total</b>	<b>148</b>	<b>166</b>	<b>175</b>	<b>17,606</b>	<b>20,654</b>	<b>22,777</b>
<b>OTH</b>						
<b>Sub Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>25</b>	<b>3</b>	<b>23</b>
<b>Total</b>	<b>1,517</b>	<b>1,485</b>	<b>1,617</b>	<b>96,932</b>	<b>100,357</b>	<b>111,710</b>

TABLE 2.3: PORTFOLIO DISTRIBUTION BY NETWORK/SECTOR BOARD

Network/Sector Board	Projects (No.)									Net Commitments (US\$ Billion)														
	IBRD			IDA			Trust Funds			Total			IBRD			IDA			Trust Funds			Total		
	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08
<b>FPD</b>																								
<b>FPD Total</b>	<b>48</b>	<b>28</b>	<b>28</b>	<b>76</b>	<b>73</b>	<b>70</b>	<b>6</b>	<b>1</b>	<b>15</b>	<b>130</b>	<b>102</b>	<b>113</b>	<b>3.9</b>	<b>3.5</b>	<b>4.3</b>	<b>2.5</b>	<b>3.3</b>	<b>3.4</b>	<b>0.0</b>	<b>0.0</b>	<b>1.8</b>	<b>6.4</b>	<b>6.8</b>	<b>9.5</b>
<b>HDN</b>																								
Education	66	50	46	88	80	84	3	1	11	157	131	141	5.5	3.8	3.1	3.9	3.6	4.2	0	0	0	9.4	7.4	7.7
Health, Nutrition and	51	35	34	101	106	105	3	1	12	155	142	151	3.2	2.5	2.5	5.5	5.1	5.1	0.0	0.0	0.2	8.7	7.7	7.8
Social Protection	29	23	23	42	35	36	8	4	7	79	62	66	2.6	2.4	2.3	1.9	1.7	2.1	0.1	0.0	0.1	4.5	4.2	4.5
<b>HDN Total</b>	<b>146</b>	<b>108</b>	<b>103</b>	<b>231</b>	<b>221</b>	<b>225</b>	<b>14</b>	<b>6</b>	<b>30</b>	<b>391</b>	<b>335</b>	<b>358</b>	<b>11.2</b>	<b>8.7</b>	<b>7.9</b>	<b>11.3</b>	<b>10.5</b>	<b>11.5</b>	<b>0.1</b>	<b>0.1</b>	<b>0.6</b>	<b>22.6</b>	<b>19.3</b>	<b>20.0</b>
<b>OPCS</b>																								
Financial Management	0	0	0	0	1	2	0	0	1	0	1	3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Procurement	0	0	0	0	0	1	0	0	0	0	0	1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>OPCS Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>
<b>PREM</b>																								
Economic Policy	9	10	10	18	15	20	0	0	4	27	25	34	1.4	0.9	1.1	0.7	0.6	0.6	0.0	0.0	0.1	2.2	1.5	1.8
Gender and Development	1	0	0	0	0	0	0	0	0	1	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Poverty Reduction	0	0	0	2	10	7	0	0	3	2	10	10	0.0	0.0	0.0	0.1	0.6	0.4	0.0	0.0	0.0	0.1	0.6	0.5
Public Sector Governance	47	36	36	56	54	55	4	1	8	107	91	99	2.9	1.6	2.4	1.7	1.7	1.7	0.0	0.0	0.1	4.5	3.3	4.2
<b>PREM Total</b>	<b>57</b>	<b>46</b>	<b>46</b>	<b>76</b>	<b>79</b>	<b>82</b>	<b>4</b>	<b>1</b>	<b>15</b>	<b>137</b>	<b>126</b>	<b>143</b>	<b>4.3</b>	<b>2.4</b>	<b>3.5</b>	<b>2.5</b>	<b>2.9</b>	<b>2.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.2</b>	<b>6.9</b>	<b>5.3</b>	<b>6.5</b>
<b>SDV</b>																								
<b>ESSD</b>																								
Environment	26	21	22	24	17	22	71	79	75	121	117	119	1.5	1.2	1.6	0.7	0.5	0.6	1.5	1.6	1.7	3.6	3.4	3.9
Agriculture and Rural	115	96	91	128	154	159	3	12	22	246	262	272	8.2	8.2	7.6	7.5	7.2	7.6	0.1	0.2	0.3	15.8	15.6	15.5
Social Development	9	10	10	22	15	13	0	1	11	31	26	34	0.5	0.7	0.6	0.7	0.9	1.0	0.0	0.0	0.3	1.3	1.7	1.8
<b>ESSD Total</b>	<b>150</b>	<b>127</b>	<b>123</b>	<b>174</b>	<b>186</b>	<b>194</b>	<b>74</b>	<b>92</b>	<b>108</b>	<b>398</b>	<b>405</b>	<b>425</b>	<b>10.2</b>	<b>10.2</b>	<b>9.8</b>	<b>8.9</b>	<b>8.6</b>	<b>9.2</b>	<b>1.6</b>	<b>1.8</b>	<b>2.3</b>	<b>20.7</b>	<b>20.6</b>	<b>21.2</b>
<b>INF</b>																								
Energy and Mining	47	40	47	45	71	82	14	21	26	106	132	155	6.0	4.4	6.6	3.0	4.4	5.2	0.3	0.4	0.5	9.2	9.3	12.4
Global Information/	5	2	2	7	10	11	0	0	0	12	12	13	0.1	0.0	0.0	0.1	0.3	0.4	0.0	0.0	0.0	0.2	0.4	0.4
Transport	85	91	84	73	70	76	1	3	7	159	164	167	13.7	15.1	14.7	5.2	6.8	7.5	0.0	0.0	0.2	19.0	21.9	22.5
Urban Development	47	42	50	32	41	49	4	3	9	83	86	108	3.8	4.3	5.0	1.8	3.5	4.4	0.1	0.0	0.3	5.7	7.8	9.6
Water Supply and Sanitation	57	60	57	39	51	54	5	11	20	101	122	131	4.1	5.5	5.4	2.0	3.4	3.8	0.0	0.1	0.4	6.2	9.0	9.6
<b>INF Total</b>	<b>241</b>	<b>235</b>	<b>240</b>	<b>196</b>	<b>243</b>	<b>272</b>	<b>24</b>	<b>38</b>	<b>62</b>	<b>461</b>	<b>516</b>	<b>574</b>	<b>27.8</b>	<b>29.3</b>	<b>31.7</b>	<b>12.1</b>	<b>18.4</b>	<b>21.3</b>	<b>0.4</b>	<b>0.6</b>	<b>1.5</b>	<b>40.3</b>	<b>48.3</b>	<b>54.5</b>
<b>SDV Total</b>	<b>391</b>	<b>362</b>	<b>363</b>	<b>370</b>	<b>429</b>	<b>466</b>	<b>98</b>	<b>130</b>	<b>170</b>	<b>859</b>	<b>921</b>	<b>999</b>	<b>38.0</b>	<b>39.4</b>	<b>41.4</b>	<b>21.0</b>	<b>27.0</b>	<b>30.4</b>	<b>2.0</b>	<b>2.5</b>	<b>3.8</b>	<b>61.0</b>	<b>69.0</b>	<b>75.7</b>
<b>Total</b>	<b>642</b>	<b>544</b>	<b>540</b>	<b>753</b>	<b>803</b>	<b>846</b>	<b>122</b>	<b>138</b>	<b>231</b>	<b>1,517</b>	<b>1,485</b>	<b>1,617</b>	<b>57.3</b>	<b>54.0</b>	<b>57.1</b>	<b>37.4</b>	<b>43.8</b>	<b>48.1</b>	<b>2.2</b>	<b>2.6</b>	<b>6.4</b>	<b>96.9</b>	<b>100.4</b>	<b>111.7</b>

TABLE 2.4: PORTFOLIO DISTRIBUTION BY INSTRUMENT

Instrument	Projects (No.)												Net Commitments (US\$ Billion)											
	IBRD			IDA			Trust Funds			Total			IBRD			IDA			Trust Funds			Total		
	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08
<b>Dev. Policy</b>																								
DPL	0	16	13	0	16	16	0	0	1	0	32	30	0.0	2.7	2.8	0.0	1.0	0.9	0	0	0	0.0	3.7	3.7
PRC	0	0	0	3	0	0	0	0	0	3	0	0	0.0	0.0	0.0	0.2	0.0	0.0	0	0	0	0.2	0.0	0.0
PSL	5	1	1	0	0	0	0	0	0	5	1	1	0.7	0.2	0.2	0.0	0.0	0.0	0	0	0	0.7	0.2	0.2
SAD	10	1	2	6	3	1	0	1	1	16	5	4	3.0	0.6	1.1	0.6	0.2	0.0	0	0	0	3.6	0.9	1.2
SAL	10	0	0	23	1	0	0	0	0	33	1	0	2.5	0.0	0.0	1.5	0.0	0.0	0	0	0	4.0	0.0	0.0
SSL	2	0	0	0	0	0	0	0	0	2	0	0	0.3	0.0	0.0	0.0	0.0	0.0	0	0	0	0.3	0.0	0.0
<b>Sub Total</b>	<b>27</b>	<b>18</b>	<b>16</b>	<b>32</b>	<b>20</b>	<b>17</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>59</b>	<b>39</b>	<b>35</b>	<b>6.5</b>	<b>3.4</b>	<b>4.0</b>	<b>2.3</b>	<b>1.3</b>	<b>1.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8.8</b>	<b>4.7</b>	<b>5.1</b>
<b>Investment</b>																								
APL	61	78	73	87	110	117	1	4	4	149	192	194	3.4	7.5	7.0	3.4	5.6	6.2	0	0	0	6.8	13.3	13.4
ERL	15	7	10	24	55	71	12	9	53	51	71	134	1.8	0.6	0.7	1.9	4.0	4.7	0	0	1	3.8	4.7	6.7
FIL	8	11	10	10	9	9	3	1	1	21	21	20	0.9	1.6	1.6	0.7	1.1	1.4	0	0	0	1.7	2.7	2.9
LIL	29	3		55	12	5	3	1	1	87	16	6	0.1	0.0	0.0	0.2	0.0	0.0	0	0	0	0.4	0.1	0.0
SIL	425	365	374	448	502	531	100	117	147	973	984	1,052	41.0	38.2	40.8	26.5	29.2	32.0	2	2	5	69.4	69.6	77.4
SIM	22	14	16	21	25	27	0	0	2	43	39	45	2.5	1.8	2.4	1.2	1.5	1.8	0	0	0	3.7	3.3	4.2
TAL	55	48	41	76	70	69	3	5	21	134	123	131	1.1	0.8	0.6	1.3	1.1	1.1	0	0	0	2.4	1.9	1.9
<b>Sub Total</b>	<b>615</b>	<b>526</b>	<b>524</b>	<b>721</b>	<b>783</b>	<b>829</b>	<b>122</b>	<b>137</b>	<b>229</b>	<b>1,458</b>	<b>1,446</b>	<b>1,582</b>	<b>50.9</b>	<b>50.6</b>	<b>53.1</b>	<b>35.1</b>	<b>42.5</b>	<b>47.2</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>88.1</b>	<b>95.6</b>	<b>106.6</b>
<b>Total</b>	<b>642</b>	<b>544</b>	<b>540</b>	<b>753</b>	<b>803</b>	<b>846</b>	<b>122</b>	<b>138</b>	<b>231</b>	<b>1,517</b>	<b>1,485</b>	<b>1,617</b>	<b>57.3</b>	<b>54.0</b>	<b>57.1</b>	<b>37.4</b>	<b>43.8</b>	<b>48.1</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>96.9</b>	<b>100.4</b>	<b>111.7</b>

**Investment**  
**APL** Adaptable Program Loan  
**ERL** Emergency Recovery Loan  
**FIL** Financial Intermediary Loan  
**LIL** Learning and Innovation Loan  
**SIL** Specific Investment Loan  
**SIM** Sectoral Investment and Maintenance  
**TAL** Technical Assistance Loan

**Dev. Policy**  
**DPL** Development Policy Lending  
**ECO** Expanded Cofinancing Operation  
**PRC** Poverty Reduction Support Credit  
**PSL** Programmatic Structural Adjustment Loan  
**SAD** Sector Adjustment  
**SAL** Structural Adjustment Lending

**TABLE 2.5: PORTFOLIO DISTRIBUTION BY SOURCE OF FUNDS**

Source of Funds	Projects (No.)			Net Commitments (US\$ Billion)		
	FY03	FY07	FY08	FY03	FY07	FY08
IBRD	642	544	540	57.3	54.0	57.1
IDA	753	803	846	37.4	43.8	48.1
GEF	66	100	100	1.0	1.4	1.5
MONT	18	15	14	0.8	0.9	0.9
SPF	37	23	27	0.3	0.2	0.2
RETF	1	0	90	0.0	0.0	3.8
<b>Total</b>	<b>1,517</b>	<b>1,485</b>	<b>1,617</b>	<b>96.9</b>	<b>100.4</b>	<b>111.7</b>

**GEF** Global Environment Facility

**MONT** Montreal Protocol

**SPF** Special Fund



TABLE 2.6: PORTFOLIO DISTRIBUTION BY THEME

Theme	Projects (No.)			Net Commitments (US\$ Million)		
	FY03	FY07	FY08	FY03	FY07	FY08
<b>Economic management</b>						
Debt management and fiscal sustainability	6	4	4	523	373	381
<b>Sub Total</b>	<b>23</b>	<b>12</b>	<b>16</b>	<b>1,238</b>	<b>567</b>	<b>822</b>
<b>Environment and natural resources management</b>						
Environmental policies and institutions	47	42	45	2,222	1,783	2,069
Pollution management and environmental health	66	63	62	4,941	4,314	4,130
Water resource management	42	41	48	3,192	3,038	3,135
<b>Sub Total</b>	<b>233</b>	<b>232</b>	<b>252</b>	<b>14,241</b>	<b>12,177</b>	<b>13,290</b>
<b>Financial and private sector development</b>						
Infrastructure services for private sector development	62	78	92	4,949	8,071	10,649
Regulation and competition policy	46	44	43	3,003	2,686	3,061
State enterprise/bank restructuring and privatization	42	22	21	3,164	1,982	2,260
Other financial and private sector development	47	31	34	3,445	1,812	2,404
<b>Sub Total</b>	<b>230</b>	<b>209</b>	<b>223</b>	<b>16,497</b>	<b>17,015</b>	<b>20,766</b>
<b>Human development</b>						
Education for all	48	46	60	3,173	2,476	3,196
Health system performance	39	37	45	2,308	1,925	2,136
<b>Sub Total</b>	<b>201</b>	<b>219</b>	<b>250</b>	<b>11,839</b>	<b>13,396</b>	<b>14,468</b>
<b>Public sector governance</b>						
Administrative and civil service reform	31	53	57	1,387	2,967	3,501
Decentralization	37	32	32	2,526	1,993	2,151
Public expenditure, financial management and procurement	29	32	38	1,521	1,672	3,598
<b>Sub Total</b>	<b>128</b>	<b>159</b>	<b>174</b>	<b>7,147</b>	<b>8,967</b>	<b>11,855</b>
<b>Rule of law</b>						
Legal institutions for a market economy	20	12	12	817	472	406
<b>Sub Total</b>	<b>56</b>	<b>43</b>	<b>42</b>	<b>1,958</b>	<b>1,580</b>	<b>1,546</b>
<b>Rural development</b>						
Rural services and infrastructure	118	114	121	9,162	8,957	9,180
<b>Sub Total</b>	<b>189</b>	<b>197</b>	<b>211</b>	<b>13,651</b>	<b>14,232</b>	<b>14,476</b>
<b>Social development/gender/inclusion</b>						
Participation and civic engagement	91	73	68	4,006	3,977	3,847
<b>Sub Total</b>	<b>161</b>	<b>129</b>	<b>132</b>	<b>7,955</b>	<b>7,616</b>	<b>7,788</b>
<b>Social protection and risk management</b>						
Natural disaster management	17	21	29	1,254	1,834	2,129
<b>Sub Total</b>	<b>102</b>	<b>88</b>	<b>100</b>	<b>6,879</b>	<b>6,867</b>	<b>7,115</b>
<b>Trade and integration</b>						
Trade facilitation and market access	7	20	24	331	1,950	2,203
<b>Sub Total</b>	<b>54</b>	<b>65</b>	<b>67</b>	<b>2,801</b>	<b>5,616</b>	<b>5,825</b>
<b>Urban development</b>						
Access to urban services and housing	56	58	66	4,678	5,162	5,623
Municipal governance and institution building	35	27	29	3,830	2,364	2,491
Other urban development	38	40	46	3,515	4,274	5,148
<b>Sub Total</b>	<b>140</b>	<b>133</b>	<b>150</b>	<b>12,727</b>	<b>12,324</b>	<b>13,760</b>
<b>Total</b>	<b>1,517</b>	<b>1,485</b>	<b>1,617</b>	<b>96,932</b>	<b>100,357</b>	<b>111,710</b>

**Notes:**

1. This table shows sub-themes where the no. of projects or commitments exceeds 2.5% of the portfolio, or the largest sub-theme if no sub-theme exceeds 2.5%.
2. The number of projects or commitments in a theme is the sum of the individual fractional parts attributed to each theme within a project.

TABLE 2.7: PORTFOLIO DISTRIBUTION BY SECTOR

Sector	Projects (No.)			Commitments (US\$ Million)		
	FY03	FY07	FY08	FY03	FY07	FY08
<b>Agriculture, fishing, and forestry</b>						
General agriculture, fishing and forestry sector	50	59	63	2,705	2,232	2,363
Irrigation and drainage	43	45	44	3,598	4,147	3,841
<b>Sub Total</b>	<b>152</b>	<b>166</b>	<b>176</b>	<b>9,190</b>	<b>9,386</b>	<b>9,413</b>
<b>Education</b>						
Primary education	47	41	47	3,324	2,652	2,960
Tertiary education	33	24	27	2,608	1,606	2,056
<b>Sub Total</b>	<b>150</b>	<b>127</b>	<b>141</b>	<b>9,414</b>	<b>7,875</b>	<b>8,709</b>
<b>Energy and mining</b>						
Power	65	70	86	8,267	6,573	8,652
<b>Sub Total</b>	<b>109</b>	<b>125</b>	<b>151</b>	<b>10,606</b>	<b>9,509</b>	<b>12,974</b>
<b>Finance</b>						
Banking	24	20	19	1,925	1,725	2,103
<b>Sub Total</b>	<b>72</b>	<b>60</b>	<b>62</b>	<b>4,811</b>	<b>4,462</b>	<b>5,685</b>
<b>Health and other social services</b>						
Health	140	108	109	8,141	6,078	6,172
Other social services	102	85	95	5,486	5,446	5,705
<b>Sub Total</b>	<b>242</b>	<b>194</b>	<b>204</b>	<b>13,627</b>	<b>11,525</b>	<b>11,877</b>
<b>Industry and trade</b>						
General industry and trade sector	30	19	23	1,726	1,240	1,563
<b>Sub Total</b>	<b>81</b>	<b>69</b>	<b>73</b>	<b>4,870</b>	<b>4,803</b>	<b>5,092</b>
<b>Information and communications</b>						
Telecommunications	15	11	10	575	311	304
<b>Sub Total</b>	<b>22</b>	<b>19</b>	<b>19</b>	<b>742</b>	<b>502</b>	<b>515</b>
<b>Public Administration, Law, and Justice</b>						
Central government administration	255	237	258	8,911	8,532	9,166
General public administration sector	24	35	40	1,179	1,584	2,918
Sub-national government administration	60	82	90	3,777	5,372	6,270
<b>Sub Total</b>	<b>374</b>	<b>386</b>	<b>421</b>	<b>14,751</b>	<b>17,334</b>	<b>20,176</b>
<b>Transportation</b>						
General transportation sector	23	24	25	2,247	3,010	3,651
Roads and highways	122	126	132	15,016	16,769	16,413
<b>Sub Total</b>	<b>175</b>	<b>175</b>	<b>183</b>	<b>19,479</b>	<b>22,584</b>	<b>23,465</b>
<b>Water, sanitation and flood protection</b>						
General water, sanitation and flood protection sector	33	32	41	2,235	2,109	2,688
Sewerage	26	31	31	2,399	3,110	3,051
Water supply	56	64	70	3,190	4,376	4,863
<b>Sub Total</b>	<b>142</b>	<b>165</b>	<b>186</b>	<b>9,442</b>	<b>12,377</b>	<b>13,804</b>
<b>Total</b>	<b>1,517</b>	<b>1,485</b>	<b>1,617</b>	<b>96,932</b>	<b>100,357</b>	<b>111,710</b>

**Notes:**

1. This table shows sub-sectors where the no. of projects or commitments exceeds 2.5% of the portfolio, or the largest sub-sector exceeds 2.5%.
2. The number of projects or commitments in a sector is the sum of the individual fractional parts attributed to each sector within a project.

TABLE 2.8: PORTFOLIO DISTRIBUTION BY COUNTRY CATEGORY GROUPING

Country Category Grouping	Total		
	FY03	FY07	FY08
<b>Projects (No.)</b>			
IBRD Investment Grade	297	245	224
China	93	74	76
IBRD Only (Others)	313	282	324
India	70	67	59
Blend	110	106	118
IDA Only	445	485	512
Fragile States	171	178	242
<b>Multi-Country</b>	18	48	62
Global	1	1	2
Regional	17	47	60
<b>Total</b>	<b>1,517</b>	<b>1,485</b>	<b>1,617</b>
<b>Commitments (US\$ Billion)</b>			
IBRD Investment Grade	20.5	16.3	15.9
China	14.6	9.9	10.2
IBRD Only (Others)	20.3	23.1	27.2
India	13.0	14.3	13.7
Blend	3.1	4.0	5.7
IDA Only	20.7	25.0	27.7
Fragile States	4.7	5.8	8.7
<b>Multi-Country</b>	<b>0</b>	<b>2</b>	<b>3</b>
Global	0.0	0.0	0.0
Regional	0.1	1.9	2.6
<b>Total</b>	<b>96.9</b>	<b>100.4</b>	<b>111.7</b>

TABLE 2.9: PORTFOLIO CONCENTRATION BY COUNTRY (FY07)

Arranged by Countries with Largest Number of Projects				Arranged by Countries with Largest Commitments			
Country	Projects	Commitments (US\$ Million)	Cummulative % of Total Projects	Country	Projects	Commitments (US\$ Million)	Cummulative % of Commitments
China	76	10,212	5	India	59	13,708	12
India	59	13,708	8	China	76	10,212	21
Brazil	53	5,084	12	Turkey	22	5,682	26
Vietnam	42	4,631	14	Brazil	53	5,084	31
Indonesia	40	3,521	17	Vietnam	42	4,631	35
Africa	38	2,364	19	Argentina	28	3,999	39
Afghanistan	32	2,698	21	Indonesia	40	3,521	42
Argentina	28	3,999	23	Colombia	23	3,458	45
Ethiopia	28	2,715	24	Nigeria	24	2,962	48
Philippines	27	1,421	26	Ethiopia	28	2,715	50
Azerbaijan	24	2,040	28	Afghanistan	32	2,698	53
Nigeria	24	2,962	29	Pakistan	22	2,509	55
Colombia	23	3,458	31	Africa	38	2,364	57
Tanzania	23	2,001	32	Mexico	19	2,166	59
Pakistan	22	2,509	33	Azerbaijan	24	2,040	61
Turkey	22	5,682	35	Bangladesh	21	2,005	62
Bangladesh	21	2,005	36	Tanzania	23	2,001	64
Romania	20	1,768	37	Egypt, Arab Republic of	18	1,989	66
Yemen, Republic of	20	853	38	Republic of	12	1,956	68
Sudan	20	372	40	Romania	20	1,768	69
Mexico	19	2,166	41	Russian Federation	18	1,676	71
Albania	18	310	42	Philippines	27	1,421	72
Egypt, Arab Republic of	18	1,989	43	Uganda	17	1,245	73
Ghana	18	812	44	Iran, Islamic Republic of	8	1,210	74
Kyrgyz Republic	18	205	45	Ukraine	12	1,208	75
Madagascar	18	1,083	46	Madagascar	18	1,083	76
Russian Federation	18	1,676	48	Croatia	16	1,063	77
Armenia	17	292	49	Kenya	15	1,004	78
Honduras	17	387	50	Iraq	15	917	79
Lao People's Democratic Republic	17	205	51	Sri Lanka	14	915	80
Mozambique	17	804	52	Yemen, Republic of	20	853	81
Senegal	17	717	53	Nepal	16	823	81
Uganda	17	1,245	54	Ghana	18	812	82
Croatia	16	1,063	55	Mozambique	17	804	83
Nepal	16	823	56	Poland	7	736	83
Peru	16	505	57	Senegal	17	717	84
Tajikistan	16	180	58	Kazakhstan	12	618	85
Tunisia	16	599	59	Tunisia	16	599	85
Georgia	15	262	60	Morocco	9	567	86
Iraq	15	917	61	Burkina Faso	14	535	86
Kenya	15	1,004	62	Peru	16	505	87
Cambodia	15	396	63	Mali	11	486	87
Moldova	15	191	63	Serbia	12	451	87
Bosnia and Herzegovina	14	243	64	Dominican Republic	9	408	88
Burkina Faso	14	535	65	Guatemala	9	404	88
West Bank and Gaza	14	190	66	Cambodia	15	396	89
Sri Lanka	14	915	67	Malawi	11	396	89
Mongolia	14	168	68	Honduras	17	387	89
Macedonia, former Yugoslav Republic of	13	283	69	Bulgaria	8	384	90
Nicaragua	13	255	69	Uruguay	10	376	90
Bolivia	12	278	70	Zambia	11	372	90
Haiti	12	167	71	Sudan	20	372	91
Jordan	12	292	72	Cameroon	10	362	91
Kazakhstan	12	618	72	Benin	9	354	91
Mauritania	12	314	73	Burundi	9	326	92
Ukraine	12	1,208	74	Lebanon	9	316	92
Serbia	12	451	75	Mauritania	12	314	92
Congo, Democratic Republic of	12	1,956	75	Niger	10	311	92
Guinea	11	208	76	Albania	18	310	93
Liberia	11	137	77	Jordan	12	292	93
Mali	11	486	77	Armenia	17	292	93

TABLE 2.9: PORTFOLIO CONCENTRATION BY COUNTRY (FY07)

Arranged by Countries with Largest Number of Projects				Arranged by Countries with Largest Commitments			
Country	Projects	Commitments (US\$ Million)	Cummulative % of Total Projects	Country	Projects	Commitments (US\$ Million)	Cummulative % of Commitments
Malawi	11	396	78	Rwanda	11	291	93
Rwanda	11	291	79	Macedonia, former Yugoslav Republic of	13	283	94
Zambia	11	372	79	Angola	6	278	94
Cameroon	10	362	80	Bolivia	12	278	94
Niger	10	311	81	Georgia	15	262	94
Uruguay	10	376	81	Sierra Leone	9	256	95
Burundi	9	326	82	Nicaragua	13	255	95
Benin	9	354	82	Cote d'Ivoire	4	247	95
Chile	9	240	83	Bosnia and Herzegovina	14	243	95
Dominican Republic	9	408	83	Chile	9	240	96
Guatemala	9	404	84	Eritrea	6	239	96
Lebanon	9	316	85	Uzbekistan	5	223	96
Lesotho	9	108	85	Guinea	11	208	96
Morocco	9	567	86	Lao People's Democratic Republic	17	205	96
Sierra Leone	9	256	86	Kyrgyz Republic	18	205	96
Bulgaria	8	384	87	Panama	7	205	97
Iran, Islamic Republic of	8	1,210	87	Moldova	15	191	97
Bhutan	7	73	88	West Bank and Gaza	14	190	97
Congo, Republic of	7	179	88	Tajikistan	16	180	97
Jamaica	7	157	89	Congo, Republic of	7	179	97
Panama	7	205	89	El Salvador	3	171	97
Poland	7	736	89	Mongolia	14	168	98
Chad	7	141	90	Haiti	12	167	98
Kosovo	7	49	90	Jamaica	7	157	98
Angola	6	278	91	Costa Rica	4	157	98
Djibouti	6	48	91	Paraguay	4	154	98
Eritrea	6	239	91	Chad	7	141	98
St. Lucia	6	42	92	Liberia	11	137	98
Montenegro	6	43	92	Thailand	2	129	99
Timor-Leste	6	20	93	Papua New Guinea	3	122	99
Grenada	5	27	93	Lesotho	9	108	99
Guinea-Bissau	5	66	93	Belarus	2	88	99
Uzbekistan	5	223	93	Bhutan	7	73	99
OECS Countries	4	28	94	Guinea-Bissau	5	66	99
Caribbean	4	40	94	Gambia, The	4	54	99
Central African Republic	4	49	94	Cape Verde	3	53	99
Cote d'Ivoire	4	247	94	Gabon	2	50	99
Costa Rica	4	157	95	Central African Republic	4	49	99
Ecuador	4	40	95	Kosovo	7	49	99
Gambia, The	4	54	95	Djibouti	6	48	99
Guyana	4	37	95	Maldives	4	46	99
Maldives	4	46	96	Hungary	2	44	99
Paraguay	4	154	96	Montenegro	6	43	99
South Africa	4	28	96	Lithuania	2	42	99
East Asia and Pacific	3	26	96	St. Lucia	6	42	99
Central America	3	24	97	Caribbean	4	40	99
Latin America	3	23	97	Ecuador	4	40	100
Cape Verde	3	53	97	Guyana	4	37	100
Namibia	3	20	97	Samoa	3	29	100
Papua New Guinea	3	122	97	South Africa	4	28	100
Sao Tome and Principe	3	18	97	OECS Countries	4	28	100
El Salvador	3	171	98	Grenada	5	27	100
Samoa	3	29	98	East Asia and Pacific	3	26	100
World	2	23	98	Central Asia	1	25	100
Europe and Central Asia	2	12	98	Malaysia	1	25	100
Belarus	2	88	98	Central America	3	24	100
Gabon	2	50	98	Latin America	3	23	100
Hungary	2	44	98	World	2	23	100
St. Kitts and Nevis	2	9	99	Timor-Leste	6	20	100
Lithuania	2	42	99	Trinidad and Tobago	1	20	100
Solomon Islands	2	5	99	Namibia	3	20	100
Slovak Republic	2	19	99	Slovak Republic	2	19	100
Thailand	2	129	99	Algeria	1	18	100

TABLE 2.9: PORTFOLIO CONCENTRATION BY COUNTRY (FY07)

Arranged by Countries with Largest Number of Projects				Arranged by Countries with Largest Commitments			
Country	Projects	Commitments (US\$ Million)	Cummulative % of Total Projects	Country	Projects	Commitments (US\$ Million)	Cummulative % of Commitments
Tonga	2	12	99	Comoros	1	18	100
Grenadines	2	13	99	Sao Tome and Principe	3	18	100
Pacific Islands	1	9	99	Togo	1	17	100
South Eastern Europe and				Venezuela, Republica			
Balkans	1	5	99	Bolivariana de	1	17	100
Central Asia	1	25	100	Grenadines	2	13	100
Dominica	1	1	100	Europe and Central Asia	2	12	100
Algeria	1	18	100	Tonga	2	12	100
Kiribati	1	2	100	St. Kitts and Nevis	2	9	100
Comoros	1	18	100	Pacific Islands	1	9	100
Malaysia	1	25	100	Solomon Islands	2	5	100
				South Eastern Europe and			
Togo	1	17	100	Balkans	1	5	100
Trinidad and Tobago	1	20	100	Kiribati	1	2	100
Venezuela, Republica							
Bolivariana de	1	17	100	Dominica	1	1	100
<b>Total</b>	<b>1,617</b>	<b>111,710</b>		<b>Total</b>	<b>1,617</b>	<b>111,710</b>	

TABLE 2.10: APPROVALS BY REGION

Region	Projects (No.)					Commitment Amount (US\$ Million)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
AFR	79	83	92	114	104	4,237	3,890	5,105	6,033	5,866
EAP	34	43	52	47	54	2,660	2,957	3,833	4,329	4,648
ECA	54	67	67	65	50	3,594	4,071	4,088	3,823	4,207
LCR	55	61	72	60	64	5,352	5,010	6,029	4,674	4,743
MNA	16	25	19	27	29	1,199	1,654	1,734	1,094	1,765
SAR	38	38	30	44	42	3,555	5,087	3,807	5,647	4,337
OTH	0	0	1	0	1	0	0	3	0	20
<b>Total</b>	<b>276</b>	<b>317</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>20,598</b>	<b>22,670</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>

TABLE 2.11: APPROVALS BY NETWORK/SECTOR BOARD

Network/Sector Board	Projects (No.)					Commitment Amount (US\$ Million)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>FPD</b>										
<b>FPD Total</b>	<b>24</b>	<b>28</b>	<b>24</b>	<b>18</b>	<b>18</b>	<b>2,660</b>	<b>1,869</b>	<b>3,352</b>	<b>1,970</b>	<b>1,905</b>
<b>HDN</b>										
Education	23	29	30	32	25	1,584	1,356	1,869	2,132	1,533
Health, Nutrition and Population	26	24	26	25	30	1,863	1,036	1,141	1,964	811
Social Protection	24	18	10	15	15	1,675	2,137	991	877	764
<b>HDN Total</b>	<b>73</b>	<b>71</b>	<b>66</b>	<b>72</b>	<b>70</b>	<b>5,122</b>	<b>4,529</b>	<b>4,001</b>	<b>4,973</b>	<b>3,107</b>
<b>OPCS</b>										
Financial Management	0	0	0	1	3	0	0	0	33	92
Operational Services	0	0	0	0	0	0	0	0	9	0
Procurement	0	0	0	0	1	0	0	0	0	24
<b>OPCS Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42</b>	<b>116</b>
<b>PREM</b>										
Economic Policy	11	21	23	27	31	1,760	1,508	2,894	1,974	3,667
Poverty Reduction	7	9	9	17	6	546	745	501	1,608	362
Public Sector Governance	25	21	27	20	24	1,446	1,118	1,386	706	1,981
<b>PREM Total</b>	<b>43</b>	<b>51</b>	<b>59</b>	<b>64</b>	<b>61</b>	<b>3,752</b>	<b>3,371</b>	<b>4,781</b>	<b>4,287</b>	<b>6,010</b>
<b>SDN</b>										
<b>ESSD</b>										
Environment	13	22	28	12	14	300	947	736	395	770
Development	38	39	59	55	51	1,919	2,704	2,612	3,124	2,030
Social Development	7	7	6	7	5	219	509	409	346	271
<b>ESSD Total</b>	<b>58</b>	<b>68</b>	<b>93</b>	<b>74</b>	<b>70</b>	<b>2,439</b>	<b>4,160</b>	<b>3,756</b>	<b>3,865</b>	<b>3,071</b>
<b>INF</b>										
Energy and Mining	20	29	29	25	37	1,062	1,636	2,793	1,405	3,566
Global										
Information/Communications	2	3	2	2	1	28	69	15	205	7
Transport	31	17	27	44	30	3,691	2,513	2,915	4,611	4,309
Urban Development	9	24	21	23	33	721	2,748	2,170	1,654	2,041
Water	16	26	12	34	20	1,123	1,774	815	2,587	1,453
<b>INF Total</b>	<b>78</b>	<b>99</b>	<b>91</b>	<b>128</b>	<b>121</b>	<b>6,625</b>	<b>8,741</b>	<b>8,709</b>	<b>10,462</b>	<b>11,376</b>
<b>SDN Total</b>	<b>136</b>	<b>167</b>	<b>184</b>	<b>202</b>	<b>191</b>	<b>9,064</b>	<b>12,900</b>	<b>12,465</b>	<b>14,327</b>	<b>14,447</b>
<b>Total</b>	<b>276</b>	<b>317</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>20,598</b>	<b>22,670</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>

TABLE 2.12: APPROVALS BY INSTRUMENT

Instrument	Projects (No.)					Commitment Amount (US\$ Million)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>Dev. Policy</b>										
DPL	0	20	47	57	47	0	2,928	6,845	6,280	6,694
PRC	10	12	0	0	0	717	1,100	0	0	0
PSL	10	7	1	0	0	2,600	875	185	0	0
RIL	0	1	0	0	0	0	80	0	0	0
SAD	11	2	2	0	0	2,023	140	140	0	0
SAL	11	13	1	0	0	831	1,511	170	0	0
<b>Sub Total</b>	<b>42</b>	<b>55</b>	<b>51</b>	<b>57</b>	<b>47</b>	<b>6,171</b>	<b>6,635</b>	<b>7,340</b>	<b>6,280</b>	<b>6,694</b>
<b>Investment</b>										
APL	33	34	34	33	31	2,484	2,583	2,208	2,816	2,133
ERL	11	26	33	39	34	635	1,477	1,558	946	974
FIL	3	3	3	5	3	637	436	250	423	444
LIL	4	1	0	1	0	12	3	0	34	0
SIL	153	163	187	193	205	9,943	10,675	11,842	14,407	14,581
SIM	7	5	10	7	8	368	455	1,226	449	548
TAL	23	30	15	22	16	347	406	175	245	212
<b>Sub Total</b>	<b>234</b>	<b>262</b>	<b>282</b>	<b>300</b>	<b>297</b>	<b>14,427</b>	<b>16,036</b>	<b>17,259</b>	<b>19,320</b>	<b>18,892</b>
<b>Total</b>	<b>276</b>	<b>317</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>20,598</b>	<b>22,670</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>

**Investment**

<b>APL</b>	Adaptable Program Loan
<b>ERL</b>	Emergency Recovery Loan
<b>FIL</b>	Financial Intermediary Loan
<b>LIL</b>	Learning and Innovation Loan
<b>SIL</b>	Specific Investment Loan
<b>SIM</b>	Sectoral Investment and Maintenance
<b>TAL</b>	Technical Assistance Loan

**Dev. Policy**

<b>DPL</b>	Development Policy Lending
<b>PRC</b>	Poverty Reduction Support Credit
<b>PSL</b>	Programmatic Structural Adjustment Loan
<b>RIL</b>	Rehabilitation Loan
<b>SAD</b>	Sector Adjustment
<b>SAL</b>	Structural Adjustment Lending
<b>SSL</b>	Special Structural Adjustment Lending



TABLE 2.13: APPROVALS BY THEME

Theme	Projects (No.)					Commitment Amount (US\$ Million)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>Economic management</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>429</b>	<b>608</b>	<b>214</b>	<b>293</b>	<b>487</b>
Analysis of economic growth			0					7		
Debt management and fiscal sustainability	2	3	1	1	3	160	485	173	200	317
Economic statistics, modeling and forecasting	2	0	0	2	0	35	22	11	40	4
Macroeconomic management	0	2	1	1	0	205	98	16	50	35
Other economic management	0	0	0	0	1	29	4	6	3	131
<b>Environment and natural resources management</b>	<b>36</b>	<b>47</b>	<b>45</b>	<b>40</b>	<b>41</b>	<b>1,500</b>	<b>2,777</b>	<b>1,638</b>	<b>2,223</b>	<b>2,897</b>
Biodiversity	5	5	6	2	4	63	170	155	41	64
Climate change	4	5	4	6	8	212	168	144	110	912
Environmental policies and institutions	5	6	9	8	7	124	320	392	394	574
Land administration and management	4	7	5	3	4	155	445	206	116	278
Pollution management and environmental health	7	11	10	11	7	461	839	337	715	539
Water resource management	9	10	6	9	8	409	756	274	791	483
Other environment and natural resources management	2	5	4	1	2	77	78	130	56	47
<b>Financial and private sector development</b>	<b>39</b>	<b>44</b>	<b>50</b>	<b>44</b>	<b>46</b>	<b>4,315</b>	<b>3,653</b>	<b>6,124</b>	<b>4,224</b>	<b>6,221</b>
Corporate governance	0	1	1	1	1	10	111	166	205	193
Infrastructure services for private sector development	15	13	17	18	23	1,457	1,087	2,069	1,788	3,643
Regulation and competition policy	8	12	11	10	9	866	921	1,462	848	968
Small and medium enterprise support	4	5	5	5	4	461	516	615	190	264
Standards and financial reporting	2	2	2	1	2	90	133	373	296	132
State enterprise/bank restructuring and privatization	5	4	6	3	3	785	402	676	532	586
Other financial and private sector development	6	7	7	6	5	646	484	764	365	436
<b>Human development</b>	<b>46</b>	<b>51</b>	<b>52</b>	<b>57</b>	<b>55</b>	<b>3,147</b>	<b>3,100</b>	<b>2,796</b>	<b>4,258</b>	<b>2,452</b>
Child health	1	2	4	4	4	342	174	176	380	105
Other communicable diseases	3	3	6	5	3	169	135	262	282	104
Education for all	12	15	17	16	18	838	842	937	923	1,155
Education for the knowledge economy	8	6	4	5	5	252	398	292	484	361
Health system performance	8	10	10	9	13	549	487	519	745	460
Nutrition and food security	0	2	2	2	4	32	133	73	137	79
Population and reproductive health	3	3	4	3	3	292	192	126	308	78
Other human development	2	3	2	4	2	148	166	125	210	43
HIV/AIDS	6	5	2	4	3	210	243	87	313	50
Injuries and non-communicable diseases	4	3	2	4	1	315	331	198	477	17
<b>Public sector governance</b>	<b>40</b>	<b>44</b>	<b>49</b>	<b>51</b>	<b>50</b>	<b>3,396</b>	<b>2,643</b>	<b>3,905</b>	<b>3,416</b>	<b>4,380</b>
Administrative and civil service reform	14	13	15	16	11	1,115	907	1,076	792	902
Decentralization	6	8	7	6	6	513	282	541	302	359
Public expenditure, financial management and procurement	11	16	17	16	19	1,112	1,001	1,534	1,322	1,842
Tax policy and administration	3	3	2	3	4	347	242	169	416	297
Other accountability/anti-corruption	3	2	4	2	3	127	57	295	223	268
Other public sector governance	3	3	2	5	6	182	154	106	218	424
Managing for development results			3	2	1			183	143	288
<b>Rule of law</b>	<b>8</b>	<b>8</b>	<b>12</b>	<b>10</b>	<b>5</b>	<b>505</b>	<b>311</b>	<b>773</b>	<b>438</b>	<b>332</b>
Access to law and justice	1	0	1	2	0	9	7	21	33	17
Judicial and other dispute resolution mechanisms	1	1	3	1	1	17	39	128	33	153
Law reform	1	2	2	2	0	155	56	192	61	22
Legal institutions for a market economy	3	2	3	3	2	165	159	231	171	74
Legal services			0	0	0			5		1
Personal and property rights	2	3	2	2	1	157	46	150	138	64
Other rule of law	0	0	1	0	0	2	4	45	4	1
<b>Rural development</b>	<b>28</b>	<b>34</b>	<b>40</b>	<b>45</b>	<b>51</b>	<b>1,529</b>	<b>2,746</b>	<b>2,292</b>	<b>3,213</b>	<b>2,391</b>
Rural markets	2	5	4	3	5	120	176	224	164	226
Rural non-farm income generation	2	2	2	2	2	57	80	51	168	126
Rural policies and institutions	3	4	6	8	7	143	429	299	653	329
Rural services and infrastructure	16	20	23	27	27	954	1,937	1,469	1,951	1,494
Other rural development	4	3	4	5	5	254	124	249	278	163
Global food crisis response					4					54
<b>Social dev/gender/inclusion</b>	<b>27</b>	<b>26</b>	<b>24</b>	<b>24</b>	<b>22</b>	<b>1,588</b>	<b>1,402</b>	<b>1,279</b>	<b>1,370</b>	<b>1,057</b>
Participation and civic engagement	14	12	12	9	11	723	736	646	464	562
Conflict prevention and post-conflict reconstruction	6	6	5	5	5	236	229	205	276	280
Gender	4	2	3	3	2	369	95	137	163	102
Indigenous peoples	2	2	2	1	1	198	142	100	103	22

TABLE 2.13: APPROVALS BY THEME

Theme	Projects (No.)					Commitment Amount (US\$ Million)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
Social analysis and monitoring	0	2	2	1		10	126	119	25	
Other social development	0	3	1	5	2	51	73	72	339	91
<b>Social protection and risk management</b>	<b>20</b>	<b>20</b>	<b>19</b>	<b>28</b>	<b>25</b>	<b>1,594</b>	<b>2,444</b>	<b>1,917</b>	<b>1,761</b>	<b>910</b>
Improving labor markets	4	2	4	4	3	271	439	317	405	226
Natural disaster management	3	7	3	9	11	75	906	410	522	255
Poverty strategy, analysis and monitoring	2	2	2	2	0	341	102	159	94	27
Social safety nets	3	5	4	6	7	321	553	509	444	273
Vulnerability assessment and monitoring	0	0	2	1	0	166	12	147	44	6
Other social protection and risk management	3	2	3	3	2	98	111	157	116	25
Social risk mitigation	6	2	1	2	2	323	321	218	136	99
<b>Trade and integration</b>	<b>11</b>	<b>13</b>	<b>15</b>	<b>18</b>	<b>12</b>	<b>1,225</b>	<b>1,050</b>	<b>1,623</b>	<b>1,623</b>	<b>1,402</b>
Export development and competitiveness	3	4	4	4	4	556	305	460	461	552
International financial architecture	0	0		0		5	2		51	
Regional integration	3	5	6	5	3	175	298	406	394	300
Technology diffusion	0	0	1	2		12	64	141	87	
Trade facilitation and market access	4	4	4	8	5	477	381	616	624	550
Other trade and integration				0					5	
<b>Urban development</b>	<b>17</b>	<b>22</b>	<b>25</b>	<b>36</b>	<b>34</b>	<b>1,369</b>	<b>1,937</b>	<b>2,039</b>	<b>2,780</b>	<b>3,056</b>
Access to urban services and housing	9	11	10	14	16	741	972	764	941	1,255
Municipal finance	0	1	2	2	1	29	51	291	88	100
Municipal governance and institution building	4	3	5	7	6	283	258	389	438	405
Other urban development	4	7	7	12	11	316	657	595	1,314	1,296
<b>Total</b>	<b>276</b>	<b>318</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>20,598</b>	<b>22,670</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>

TABLE 2.14: APPROVALS BY SECTOR

Sector	Projects (No.)					Commitment Amount (US\$ Million)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>Agriculture, fishing, and forestry</b>	<b>28</b>	<b>31</b>	<b>41</b>	<b>27</b>	<b>35</b>	<b>1,468</b>	<b>2,014</b>	<b>1,916</b>	<b>1,777</b>	<b>1,464</b>
Agricultural extension and research	3	6	7	5	5	123	254	428	170	128
Crops	1	2	1	2	3	82	65	50	143	146
Irrigation and drainage	10	8	7	7	10	787	1,085	422	912	493
Animal production	1	1	3	2	3	63	33	150	52	75
Forestry	1	2	5	2	2	46	75	179	161	171
General agriculture, fishing and forestry sector	11	12	17	8	13	367	503	687	340	452
<b>Education</b>	<b>28</b>	<b>34</b>	<b>31</b>	<b>32</b>	<b>27</b>	<b>1,746</b>	<b>2,047</b>	<b>2,088</b>	<b>2,144</b>	<b>2,028</b>
Pre-primary education	0	1	1	1	2	25	88	147	19	49
Adult literacy/non-formal education	1	0	0	0	0	14	8	40	37	19
Primary education	10	11	9	10	9	903	606	566	503	789
Secondary education	5	7	6	5	4	270	406	451	253	99
Tertiary education	1	7	4	4	5	64	379	263	260	499
Vocational training	5	1	2	4	3	101	53	82	418	69
General education sector	6	6	9	8	4	369	508	539	654	506
<b>Energy and mining</b>	<b>20</b>	<b>26</b>	<b>32</b>	<b>26</b>	<b>40</b>	<b>1,025</b>	<b>1,625</b>	<b>3,069</b>	<b>1,747</b>	<b>4,352</b>
District heating and energy efficiency services	3	2	3	2	5	45	30	111	52	591
Mining and other extractive	3	3	1	1	0	160	233	34	51	8
Oil and gas	0	1	3	1	3	11	23	418	27	184
Power	11	16	18	12	22	495	1,009	2,058	1,083	2,508
Renewable energy	2	3	6	9	8	185	204	280	421	795
General energy sector	1	2	2	2	1	128	125	167	113	267
<b>Finance</b>	<b>15</b>	<b>17</b>	<b>15</b>	<b>13</b>	<b>12</b>	<b>1,929</b>	<b>1,699</b>	<b>2,327</b>	<b>1,692</b>	<b>1,567</b>
Banking	6	6	4	3	1	982	718	637	721	456
Non-compulsory health finance	0	0	0	0	0	27	8	18	10	6
Housing finance and real estate markets	1	1	1	1	0	96	317	155	102	50
Non-compulsory pensions, insurance and contractual savings	0	2	1	3	0	7	201	312	86	87
Micro- and SME finance	5	3	2	3	5	528	274	238	338	393
Payment systems, securities clearance and settlement	1	2	0	0	2	10	43	32	31	99
Capital markets	1	0	1	0	0	58	46	257	86	125
General finance sector	1	2	5	1	3	221	92	678	317	350
<b>Health and other social services</b>	<b>41</b>	<b>38</b>	<b>39</b>	<b>44</b>	<b>42</b>	<b>3,029</b>	<b>2,270</b>	<b>2,351</b>	<b>2,933</b>	<b>1,701</b>
Health	16	21	23	21	23	1,209	1,274	1,165	1,664	932
Other social services	24	17	16	23	18	1,820	996	1,186	1,269	769
<b>Industry and trade</b>	<b>7</b>	<b>19</b>	<b>20</b>	<b>17</b>	<b>16</b>	<b>798</b>	<b>1,698</b>	<b>1,650</b>	<b>1,280</b>	<b>1,553</b>
Agricultural marketing and trade	2	2	3	1	2	85	97	139	55	66
Agro-industry	1	3	1	1	2	24	95	42	35	90
Housing construction	0	4	2	2	2	22	774	320	245	63
Petrochemicals and fertilizers		0	1	0	0		0	13	3	3
Other industry	1	2	3	2	1	37	89	76	40	19
Other domestic and international trade	0	2	0		0	91	151	144		47
General industry and trade sector	3	6	9	10	10	540	492	915	902	1,265
<b>Information and communications</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>114</b>	<b>210</b>	<b>82</b>	<b>149</b>	<b>57</b>
Information technology	2	1	0	0		30	34	7	5	
Media					0					1
Postal services	1	1		0		14	11		1	
Telecommunications	2	2	2	1	0	59	107	68	127	55
General information and communications sector	1	1	0	0		11	58	7	16	
<b>Public Administration, Law, and Justice</b>	<b>75</b>	<b>91</b>	<b>97</b>	<b>104</b>	<b>97</b>	<b>5,050</b>	<b>5,695</b>	<b>6,076</b>	<b>5,606</b>	<b>5,581</b>
Central government administration	45	54	48	61	67	2,490	2,823	2,820	2,529	3,491
Compulsory pension and unemployment insurance	5	3	1	1	1	226	757	179	44	18
Law and justice	2	4	8	4	4	206	207	433	142	206
Sub-national government administration	15	17	21	20	18	1,063	988	1,500	1,561	1,448
Compulsory health finance	2	0	2	1	2	457	9	164	213	59
General public administration sector	6	13	17	16	6	608	910	979	1,118	360
<b>Transportation</b>	<b>31</b>	<b>22</b>	<b>30</b>	<b>47</b>	<b>38</b>	<b>3,790</b>	<b>3,061</b>	<b>3,240</b>	<b>5,086</b>	<b>4,851</b>
Roads and highways	22	17	21	34	28	2,285	2,452	2,501	4,001	2,758
Ports, waterways and shipping	2	0	2	3	1	174	5	136	267	179
Aviation	1	0	1	0	1	368	12	43	11	132
Railways	2	2	2	5	2	258	369	123	445	728
General transportation sector	5	3	4	5	5	705	223	437	361	1,053
<b>Water, sanitation and flood protection</b>	<b>26</b>	<b>34</b>	<b>26</b>	<b>45</b>	<b>37</b>	<b>1,650</b>	<b>2,352</b>	<b>1,801</b>	<b>3,184</b>	<b>2,432</b>
Sanitation	1	3	1	3	3	58	84	135	212	129
Solid waste management	1	2	3	4	4	30	68	90	318	182
Water supply	11	12	9	18	11	737	833	668	1,057	791
Flood protection	2	3	2	5	4	108	366	126	448	199
Sewerage	4	7	2	8	4	338	677	160	647	411
General water, sanitation and flood protection sector	7	6	9	7	10	380	323	623	502	719
<b>Total</b>	<b>276</b>	<b>318</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>20,598</b>	<b>22,670</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>

**TABLE 2.15: APPROVALS BY COUNTRY CATEGORY GROUPING**

Country Category Grouping	Projects (No.)					Commitment Amount (US\$ Million)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
IBRD Investment Grade	36	50	57	41	25	3,930	4,812	5,818	2,835	3,493
China	11	10	14	10	13	1,268	1,088	1,492	1,656	1,553
IBRD Only (Others)	53	66	68	79	64	5,814	6,177	6,520	7,562	6,579
India	8	12	7	15	7	1,424	2,926	1,419	3,751	2,154
Blend	26	25	25	24	31	1,121	1,156	1,962	1,497	2,046
IDA Only	94	91	109	114	122	5,004	5,095	5,676	5,836	6,525
Fragile States	36	52	43	61	71	1,614	1,204	1,183	1,624	2,659
Multi-Country	12	11	10	13	11	423	213	530	837	576
Global	0	0	1	0	1	0	0	3	0	20
Regional	12	11	9	13	10	423	213	527	837	556
<b>Total</b>	<b>276</b>	<b>317</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>20,598</b>	<b>22,670</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>

TABLE 2.16: ENTRIES AND EXITS BY REGION

Region	Projects Approved (No.)			Projects Exiting (No.)			Approvals - Exits (No.)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
AFR	92	114	104	62	58	60	130
EAP	52	47	54	42	41	42	28
ECA	67	65	50	47	64	49	22
LCR	72	60	64	83	61	49	3
MNA	19	27	29	15	17	26	17
SAR	30	44	42	41	24	30	21
OTH	1	0	1	0	1	0	1
<b>Total</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>290</b>	<b>266</b>	<b>256</b>	<b>222</b>

Region	Projects Approved (US\$ Million)			Projects Exiting (US\$ Million)			Approvals - Exits (US\$ Million)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
AFR	5,105	6,033	5,866	3,158	3,197	3,662	6,987
EAP	3,833	4,329	4,648	4,104	4,265	3,988	454
ECA	4,088	3,823	4,207	3,278	3,177	3,413	2,248
LCR	6,029	4,674	4,743	7,969	4,231	3,739	-493
MNA	1,734	1,094	1,765	433	1,491	1,300	1,369
SAR	3,807	5,647	4,337	4,885	2,427	3,877	2,603
OTH	3	0	20	0	25	0	-2
<b>Total</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>	<b>23,827</b>	<b>18,813</b>	<b>19,979</b>	<b>13,166</b>

TABLE 2.17: ENTRIES AND EXITS BY SOURCE OF FUNDS

Source of Funds	Projects Approved (No.)			Projects Exiting (No.)			Approvals - Exits (No.)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
IBRD	113	111	99	125	110	101	-13
IDA	173	187	199	147	142	125	145
TF	47	59	46	18	14	30	90
<b>Total</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>290</b>	<b>266</b>	<b>256</b>	<b>222</b>

Source of Funds	Projects Approved (US\$ Million)			Projects Exiting (US\$ Million)			Approvals - Exits (US\$ Million)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
IBRD	14,135	12,784	13,468	14,419	10,979	12,547	2,442
IDA	9,446	11,752	11,235	9,194	7,676	6,895	8,669
TF	1,018	1,064	883	214	159	537	2,055
<b>Total</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>	<b>23,827</b>	<b>18,813</b>	<b>19,979</b>	<b>13,166</b>

TABLE 2.18: ENTRIES AND EXITS BY NETWORK/SECTOR BOARD

Network/Sector Board	Projects Approved (No.)			Projects Exiting (No.)			Approvals - Exits (No.)	Projects Approved (US\$ Million)			Projects Exiting (US\$ Million)			Approvals - Exits (US\$ Million)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
<b>FPD</b>														
<b>FPD Total</b>	<b>24</b>	<b>18</b>	<b>18</b>	20	20	16	4	3,352	1,970	1,905	1,927	2,290	1,771	<b>1,240</b>
<b>HDN</b>														
Education	30	32	25	31	33	23	0	1,869	2,132	1,533	2,198	2,217	1,547	-428
Health, Nutrition and Population	26	25	30	22	27	24	8	1,141	1,964	811	2,215	1,842	666	-807
Social Protection	10	15	15	20	14	12	-6	991	877	764	1,813	1,125	976	-1,283
<b>HDN Total</b>	<b>66</b>	<b>72</b>	<b>70</b>	<b>73</b>	<b>74</b>	<b>59</b>	<b>2</b>	<b>4,001</b>	<b>4,973</b>	<b>3,107</b>	<b>6,227</b>	<b>5,184</b>	<b>3,189</b>	<b>-2,518</b>
<b>OPCS</b>														
Financial Management	0	1	3	0	0	1	3	0	33	92	0	0	75	50
Operational Services	0	0	0	0	0	0	0	0	9	0	0	0	9	0
Procurement	0	0	1	0	0	0	1	0	0	24	0	0	0	24
<b>OPCS Total</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>42</b>	<b>116</b>	<b>0</b>	<b>0</b>	<b>84</b>	<b>74</b>
<b>PREM</b>														
Economic Policy	23	27	31	27	20	27	7	2,894	1,974	3,667	3,466	1,666	3,293	109
Gender and Development	0	0	0	1	0	0	-1	0	0	0	3			-3
Poverty Reduction	9	17	6	10	12	8	2	501	1,608	362	1,165	1,378	412	-483
Public Sector Governance	27	20	24	20	20	18	13	1,386	706	1,981	1,018	847	1,388	820
<b>PREM Total</b>	<b>59</b>	<b>64</b>	<b>61</b>	<b>58</b>	<b>52</b>	<b>53</b>	<b>21</b>	<b>4,781</b>	<b>4,287</b>	<b>6,010</b>	<b>5,652</b>	<b>3,891</b>	<b>5,093</b>	<b>443</b>
<b>SDN</b>														
<b>ESSD</b>														
Environment	28	12	14	21	17	13	3	736	395	770	606	176	312	806
Agriculture and Rural Development	59	55	51	33	29	35	68	2,612	3,124	2,030	2,083	1,689	2,150	1,845
Social Development	6	7	5	7	5	4	2	409	346	271	230	250	348	198
<b>ESSD Total</b>	<b>93</b>	<b>74</b>	<b>70</b>	<b>61</b>	<b>51</b>	<b>52</b>	<b>73</b>	<b>3,756</b>	<b>3,865</b>	<b>3,071</b>	<b>2,919</b>	<b>2,115</b>	<b>2,810</b>	<b>2,849</b>
<b>INF</b>														
Energy and Mining	29	25	37	16	24	19	32	2,793	1,405	3,566	1,802	1,903	1,244	2,815
Global Information/ Communications Technology	2	2	1	2	2		1	15	205	7	50	20		
Transport	27	44	30	31	23	29	18	2,915	4,611	4,309	3,359	2,357	3,975	2,144
Urban Development	21	23	33	17	9	10	41	2,170	1,654	2,041	1,270	639	661	3,296
Water Supply and Sanitation	12	34	20	12	11	17	26	815	2,587	1,453	621	414	1,153	2,668
<b>INF Total</b>	<b>91</b>	<b>128</b>	<b>121</b>	<b>78</b>	<b>69</b>	<b>75</b>	<b>118</b>	<b>8,709</b>	<b>10,462</b>	<b>11,376</b>	<b>7,102</b>	<b>5,333</b>	<b>7,032</b>	<b>11,079</b>
<b>SDN Total</b>	<b>184</b>	<b>202</b>	<b>191</b>	<b>139</b>	<b>120</b>	<b>127</b>	<b>191</b>	<b>12,465</b>	<b>14,327</b>	<b>14,447</b>	<b>10,021</b>	<b>7,448</b>	<b>9,842</b>	<b>13,927</b>
<b>Total</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>290</b>	<b>266</b>	<b>256</b>	<b>222</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>	<b>23,827</b>	<b>18,813</b>	<b>19,979</b>	<b>13,166</b>

TABLE 2.19: ENTRIES AND EXITS BY INSTRUMENT

Instrument	Projects Approved (No.)			Projects Exiting (No.)			Approvals - Exits (No.)	Projects Approved (US\$ Million)			Projects Exiting (US\$ Million)			Approvals - Exits (US\$ Million)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
<b>Dev. Policy</b>														
DPL	47	57	47	40	46	51	14	6845.4	6279.9	6,694	5427.682	5646.476	6,814	1,931
PRC	0	0	0	5	0	0	-5	0	0	0	697			-697
PSL	1	0	0	5	1	0	-5	185	0	0	1,585	125		-1,525
RIL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SAD	2	0	0	7	5	3	-13	140	0	0	807	1,822	694	-3,183
SAL	1	0	0	9	6	1	-15	170	0	0	1,076	595	20	-1,521
<b>Sub Total</b>	<b>51</b>	<b>57</b>	<b>47</b>	<b>66</b>	<b>58</b>	<b>55</b>	<b>-24</b>	<b>7,340</b>	<b>6,280</b>	<b>6,694</b>	<b>9,593</b>	<b>8,188</b>	<b>7,528</b>	<b>-4,995</b>
<b>Investment</b>														
APL	34	33	31	21	30	28	19	2,208	2,816	2,133	687	1,407	1,954	3,108
ERL	33	39	34	10	9	4	83	1,558	946	974	398	634	80	2,366
FIL	3	5	3	2	2	4	3	250	423	444	32	85	453	548
LIL	0	1	0	19	12	11	-41	0	34	0	69	54	60	-149
SIL	187	193	205	153	126	133	173	11,842	14,407	14,581	12,136	7,836	9,436	11,422
SIM	10	7	8	6	5	2	12	1,226	449	548	605	298	118	1,203
TAL	15	22	16	13	24	19	-3	175	245	212	306	312	350	-337
<b>Sub Total</b>	<b>282</b>	<b>300</b>	<b>297</b>	<b>224</b>	<b>208</b>	<b>201</b>	<b>246</b>	<b>17,259</b>	<b>19,320</b>	<b>18,892</b>	<b>14,234</b>	<b>10,625</b>	<b>12,451</b>	<b>18,160</b>
<b>Total</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>290</b>	<b>266</b>	<b>256</b>	<b>222</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>	<b>23,827</b>	<b>18,813</b>	<b>19,979</b>	<b>13,166</b>

**Investment**

<b>APL</b>	Adaptable Program Loan
<b>ERL</b>	Emergency Recovery Loan
<b>FIL</b>	Financial Intermediary Loan
<b>LIL</b>	Learning and Innovation Loan
<b>SIL</b>	Specific Investment Loan
<b>SIM</b>	Sectoral Investment and Maintenance
<b>TAL</b>	Technical Assistance Loan

**Dev. Policy**

<b>DPL</b>	Development Policy Lending
<b>PRC</b>	Poverty Reduction Support Credit
<b>PSL</b>	Programmatic Structural Adjustment Loan
<b>RIL</b>	Rehabilitation Loan
<b>SAD</b>	Sector Adjustment Loan
<b>SAL</b>	Structural Adjustment Loan
<b>SSL</b>	Special Structural Adjustment Lending

TABLE 2.20: ENTRIES AND EXITS BY THEME

Theme	Projects Approved (No.)			Projects Exiting (No.)			Approvals - Exits (No.)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
Economic management	3	5	4	6	7	4	-5
Environment and natural resources management	45	40	41	39	31	30	26
Financial and private sector development	50	44	46	47	42	41	10
Human development	52	57	55	38	44	35	47
Public sector governance	49	51	50	33	37	36	44
Rule of law	12	10	5	12	12	7	-6
Rural development	40	45	51	30	30	31	45
Social dev/gender/inclusion	24	24	22	30	23	23	-7
Social protection and risk management	19	28	25	23	19	14	16
Trade and integration	15	18	12	13	6	12	15
Urban development	25	36	34	19	16	23	37
<b>Total</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>290</b>	<b>266</b>	<b>256</b>	<b>222</b>

Theme	Projects Approved (US\$ Million)			Projects Exiting (US\$ Million)			Approvals - Exits (US\$ Million)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
Economic management	214	293	487	741	420	354	-522
Environment and natural resources management	1,638	2,223	2,897	2,488	1,341	2,145	784
Financial and private sector development	6,124	4,224	6,221	5,244	4,073	3,952	3,301
Human development	2,796	4,258	2,452	3,066	3,075	1,844	1,520
Public sector governance	3,905	3,416	4,380	3,382	2,623	3,289	2,406
Rule of law	773	438	332	575	687	360	-79
Rural development	2,292	3,213	2,391	2,424	1,857	2,223	1,391
Social dev/gender/inclusion	1,279	1,370	1,057	1,505	1,319	1,272	-391
Social protection and risk management	1,917	1,761	910	2,014	1,475	999	100
Trade and integration	1,623	1,623	1,402	879	644	1,514	1,612
Urban development	2,039	2,780	3,056	1,508	1,299	2,025	3,043
<b>Total</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>	<b>23,827</b>	<b>18,813</b>	<b>19,979</b>	<b>13,166</b>



**TABLE 2.21: ENTRIES AND EXITS BY SECTOR**

Sector	Projects Approved (No.)			Projects Exiting (No.)			Approvals - Exits (No.)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
Agriculture, fishing, and forestry	41	27	35	26	22	24	31
Education	31	32	27	33	32	22	4
Energy and mining	32	26	40	19	24	21	35
Finance	15	13	12	16	12	12	0
Health and other social services	39	44	42	46	45	37	-4
Industry and trade	20	17	16	17	12	15	9
Information and communications	2	1	0	4	4	2	-6
Public Administration, Law, and Justice	97	104	97	82	75	70	72
Transportation	30	47	38	29	23	30	31
Water, sanitation and flood protection	26	45	37	19	16	23	50
<b>Total</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>290</b>	<b>266</b>	<b>256</b>	<b>222</b>

Sector	Projects Approved (No.)			Projects Exiting (No.)			Approvals - Exits (No.)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
Agriculture, fishing, and forestry	1,916	1,777	1,464	1,686	933	1,490	1,048
Education	2,088	2,144	2,028	2,217	2,290	1,585	169
Energy and mining	3,069	1,747	4,352	2,201	2,172	1,720	3,077
Finance	2,327	1,692	1,567	2,795	1,611	1,220	-40
Health and other social services	2,351	2,933	1,701	3,333	2,907	1,989	-1,243
Industry and trade	1,650	1,280	1,553	1,301	1,007	1,492	683
Information and communications	82	149	57	161	123	101	-97
Public administration, law, and justice	6,076	5,606	5,581	5,791	4,450	4,524	2,497
Transportation	3,240	5,086	4,851	3,324	2,418	4,308	3,125
Water, sanitation and flood protection	1,801	3,184	2,432	1,016	903	1,551	3,947
<b>Total</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>	<b>23,827</b>	<b>18,813</b>	<b>19,979</b>	<b>13,166</b>

**TABLE 2.22: ENTRIES AND EXITS BY COUNTRY CATEGORY GROUPING**

Country Category Grouping	Projects Approved (No.)			Projects Exiting (No.)			Approvals - Exits (No.)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
IBRD Investment Grade	57	41	25	49	50	47	-23
China	14	10	13	20	15	13	-11
IBRD Only (Others)	68	79	64	59	61	50	41
India	7	15	7	15	4	13	-3
Blend	25	24	31	31	24	13	12
IDA Only	109	114	122	84	83	80	98
Fragile States	43	61	71	31	26	35	83
Multi-Country	10	13	11	1	3	5	25
Global	1	0	1	0	1	0	1
Regional	9	13	10	1	2	5	24
<b>Total</b>	<b>333</b>	<b>357</b>	<b>344</b>	<b>290</b>	<b>266</b>	<b>256</b>	<b>222</b>

Country Category Grouping	Projects Approved (US\$ Million)			Projects Exiting (US\$ Million)			Approvals - Exits (US\$ Million)
	FY06	FY07	FY08	FY06	FY07	FY08	FY06-08
IBRD Investment Grade	5,818	2,835	3,493	5,780	3,093	4,096	-823
China	1,492	1,656	1,553	2,651	2,241	1,761	-1,952
IBRD Only (Others)	6,520	7,562	6,579	5,831	6,224	5,116	3,490
India	1,419	3,751	2,154	2,846	676	2,604	1,198
Blend	1,962	1,497	2,046	1,600	1,145	340	2,421
IDA Only	5,676	5,836	6,525	4,148	4,706	3,972	5,212
Fragile States	1,183	1,624	2,659	961	686	2,041	1,779
Multi-Country	530	837	576	10	42	49	1,842
Global	3	0	20	0	25	0	-2
Regional	527	837	556	10	17	49	1,844
<b>Total</b>	<b>24,599</b>	<b>25,600</b>	<b>25,585</b>	<b>23,827</b>	<b>18,813</b>	<b>19,979</b>	<b>13,166</b>

**TABLE 2.23: NUMBER OF OVERAGE<sup>1</sup> PROJECTS BY REGION/NETWORK**

Region/ Network	Development Policy			Investment			Total		
	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08
<b>Region</b>									
AFR	11	12	11	2	0	1	13	12	12
EAP	19	17	15	1		0	20	17	15
ECA	9	11	12	0	3	1	9	14	13
LCR	21	15	14	0	0	1	21	15	15
MNA	10	8	10	0	0	0	10	8	10
SAR	4	2	4		0	0	4	2	4
<b>Total</b>	<b>74</b>	<b>65</b>	<b>66</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>77</b>	<b>68</b>	<b>69</b>
<b>Network</b>									
FPD	2	4	5	0	1	2	2	5	7
HDN	10	6	9	0	0	0	10	6	9
PREM	6	3	3	1	1	0	7	4	3
<b>SDV</b>									
ESSD	24	29	25	1	1	1	25	30	26
INF	32	23	24	1	0	0	33	23	24
<b>SDN Total</b>	<b>56</b>	<b>52</b>	<b>49</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>58</b>	<b>53</b>	<b>50</b>
<b>Total</b>	<b>74</b>	<b>65</b>	<b>66</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>77</b>	<b>68</b>	<b>69</b>

<sup>1</sup> A project is considered to be an overage project, if the age of the project has been active for more than 8 years for Investment lending projects and active for more than 4 years for Development Policy Lending operations.

TABLE 3.1: PORTFOLIO STATUS INDICATORS BY REGION

Region	Active Projects (No.)			Net Commitments (US\$ Billion)		
	FY03	FY07	FY08	FY03	FY07	FY08
AFR	355	393	455	16.0	21.1	23.9
EAP	252	223	255	23.4	18.9	20.9
ECA	318	306	307	15.1	16.7	18.1
LCR	313	280	295	19.8	16.9	18.9
MNA	130	116	128	5.0	6.1	7.0
SAR	148	166	175	17.6	20.7	22.8
OTH	1	1	2	0.0	0.0	0.0
<b>Total</b>	<b>1,517</b>	<b>1,485</b>	<b>1617</b>	<b>96.9</b>	<b>100.4</b>	<b>111.7</b>

Region	Actual Problem Projects (No.)			Actual Problem Projects (US\$Billion)		
	FY03	FY07	FY08	FY03	FY07	FY08
AFR	46	49	52	1.9	1.9	2.4
EAP	20	20	25	0.7	1.4	1.4
ECA	19	25	35	1.2	1.7	2.2
LCR	59	39	43	3.6	2.6	2.3
MNA	17	19	15	0.7	1.1	0.7
SAR	19	20	24	1.8	2.9	3.4
OTH	0	0	0	0.0	0.0	0.0
<b>Total</b>	<b>180</b>	<b>172</b>	<b>194</b>	<b>9.9</b>	<b>11.6</b>	<b>12.5</b>

Region	% Problem (No. of Projects)			% Problem (Net Comm)		
	FY03	FY07	FY08	FY03	FY07	FY08
AFR	13	12	11	12	9	10
EAP	8	9	10	3	8	7
ECA	6	8	11	8	10	12
LCR	19	14	15	18	15	12
MNA	13	16	12	14	18	9
SAR	13	12	14	10	14	15
OTH	0	0	0	0	0	0
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>11</b>

Region	% Realism			% Proactivity		
	FY03	FY07	FY08	FY03	FY07	FY08
AFR	32	38	35	86	80	92
EAP	42	53	75	87	69	55
ECA	32	49	73	94	82	76
LCR	86	88	85	89	84	85
MNA	50	63	48	84	67	74
SAR	54	67	73	91	67	85
OTH	NA	NA	NA	NA	NA	NA
<b>Total</b>	<b>45</b>	<b>55</b>	<b>59</b>	<b>88</b>	<b>79</b>	<b>81</b>

TABLE 3.2: PORTFOLIO STATUS INDICATORS BY NETWORK/SECTOR BOARD

Network/Sector Board	% Problem (No. of Projects)			% Problem (Net Comm)			% Realism			% Proactivity		
	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08
<b>FPD</b>												
<b>FPD Total</b>	<b>17</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>15</b>	<b>6</b>	<b>50</b>	<b>36</b>	<b>42</b>	<b>93</b>	<b>70</b>	<b>82</b>
<b>HDN</b>												
Education	15	11	11	13	11	12	92	60	57	80	83	86
Health, Nutrition and Population	11	13	14	14	14	13	32	39	34	92	93	89
Social Protection	9	18	11	5	10	6	66	89	75	100	45	91
<b>HDN Total</b>	<b>12</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>11</b>	<b>56</b>	<b>56</b>	<b>48</b>	<b>89</b>	<b>81</b>	<b>88</b>
<b>OPCS</b>												
Financial Management	NA	0	0	NA	0	0	NA	NA	NA	NA	NA	NA
Procurement	NA	NA	100	NA	NA	100	NA	NA	NA	NA	NA	NA
<b>OPCS Total</b>	<b>NA</b>	<b>0</b>	<b>25</b>	<b>NA</b>	<b>0</b>	<b>32</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>
<b>PREM</b>												
Economic Policy	11	12	9	2	16	22	34	77	53	80	80	67
Gender and Development	0	NA	NA	0	NA	NA	0	NA	NA	NA	NA	NA
Poverty Reduction	0	10	0	0	7	0	0	65	0	NA	NA	100
Public Sector Governance	15	12	18	8	8	13	46	34	54	94	73	64
<b>PREM Total</b>	<b>14</b>	<b>12</b>	<b>15</b>	<b>6</b>	<b>10</b>	<b>14</b>	<b>43</b>	<b>44</b>	<b>56</b>	<b>90</b>	<b>75</b>	<b>67</b>
<b>SDN</b>												
<b>ESSD</b>												
Environment	10	9	10	11	9	5	34	39	54	83	88	80
Agriculture and Rural Development	11	11	13	12	9	12	29	72	100	92	80	73
Social Development	13	12	9	4	9	7	45	32	34	50	80	67
<b>ESSD Total</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>9</b>	<b>10</b>	<b>31</b>	<b>57</b>	<b>76</b>	<b>85</b>	<b>82</b>	<b>74</b>
<b>INF</b>												
Energy and Mining	8	12	9	11	10	9	26	53	36	85	87	81
Global Information/ Communications Technology	0	0	0	0	0	0	NA	NA	NA	100	50	100
Transport	10	12	10	8	15	12	88	100	100	81	69	84
Urban Development	12	6	10	5	4	12	33	30	67	90	75	60
Water	14	15	16	12	13	16	53	86	100	100	79	89
<b>INF Total</b>	<b>15</b>	<b>12</b>	<b>18</b>	<b>8</b>	<b>8</b>	<b>13</b>	<b>44</b>	<b>75</b>	<b>82</b>	<b>88</b>	<b>77</b>	<b>83</b>
<b>SDN Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>38</b>	<b>66</b>	<b>79</b>	<b>87</b>	<b>79</b>	<b>80</b>
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>11</b>	<b>45</b>	<b>55</b>	<b>59</b>	<b>88</b>	<b>79</b>	<b>81</b>

**TABLE 3.3: PORTFOLIO STATUS INDICATORS BY SECTOR**

Sector	% Problem (No. of Projects)			% Problem (Net Comm)		
	FY03	FY07	FY08	FY03	FY07	FY08
Agriculture, fishing, and forestry	10	10	13	9	9	12
Education	12	11	12	12	10	10
Energy and mining	11	10	9	11	9	10
Finance	13	7	8	5	9	5
Health and other social services	12	13	13	12	12	12
Industry and trade	13	10	11	9	8	11
Information and communications	17	18	13	19	26	15
Public Administration, Law, and Justice	13	13	14	12	13	12
Transportation	11	11	10	8	14	12
Water, sanitation and flood protection	12	12	13	11	11	12
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>11</b>

**TABLE 3.4: PORTFOLIO STATUS INDICATORS BY THEME**

Theme	% Problem (No. of Projects)			% Problem (Net Comm)		
	FY03	FY07	FY08	FY03	FY07	FY08
Economic management	7	9	10	7	7	9
Environment and natural resources management	10	11	12	8	11	10
Financial and private sector development	12	10	11	11	10	10
Human development	11	13	13	11	13	12
Public sector governance	14	14	13	12	12	9
Rule of law	14	14	16	10	14	23
Rural development	11	10	11	10	8	10
Social dev/gender/inclusion	12	14	12	11	10	13
Social protection and risk management	11	11	12	9	8	11
Trade and integration	18	12	13	6	22	11
Urban development	14	11	12	12	14	14
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>11</b>

**TABLE 3.5: PORTFOLIO STATUS INDICATORS BY INSTRUMENT**

Instrument	% Problem (No. of Projects)			% Problem (Net Comm)			% Proactivity		
	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08
<b>Dev. Policy</b>									
DPL	NA	6	7	NA	22	11	NA	100	100
PRC	0	NA	NA	0	NA	NA	NA	NA	NA
PSL	0	0	0	0	0	0	NA	100	NA
SAD	13	0	25	9	0	4	75	100	NA
SAL	15	0	NA	7	0	NA	89	100	NA
SSL	0	NA	NA	0	NA	NA	NA	NA	NA
<b>Sub Total</b>	<b>12</b>	<b>5</b>	<b>9</b>	<b>7</b>	<b>17</b>	<b>9</b>	<b>85</b>	<b>100</b>	<b>100</b>
<b>Investment</b>									
APL	11	13	18	14	12	20	88	89	83
ERL	6	15	15	10	12	21	100	50	73
FIL	24	5	0	7	4	0	100	100	100
LIL	18	6	33	18	8	32	91	83	100
SIL	12	11	11	10	10	10	88	77	80
SIM	21	18	13	16	30	6	75	75	86
TAL	8	13	10	7	12	7	93	78	81
<b>Sub Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>89</b>	<b>77</b>	<b>81</b>
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>11</b>	<b>88</b>	<b>79</b>	<b>81</b>

**Investment**

<b>APL</b>	Adaptable Program Loan
<b>ERL</b>	Emergency Recovery Loan
<b>FIL</b>	Financial Intermediary Loan
<b>LIL</b>	Learning and Innovation Loan
<b>SIL</b>	Specific Investment Loan
<b>SIM</b>	Sectoral Investment and Maintenance
<b>TAL</b>	Technical Assistance Loan

**Dev. Policy**

<b>DPL</b>	Development Policy Lending
<b>ECO</b>	Expanded Cofinancing Operation
<b>PRC</b>	Poverty Reduction Support Credit
<b>PSL</b>	Programmatic Structural Adjustment Loan
<b>SAD</b>	Sector Adjustment
<b>SAL</b>	Structural Adjustment Lending

**TABLE 3.6: PORTFOLIO STATUS INDICATORS BY SOURCE OF FUNDS**

Source of Funds	% Problem (No. of Projects)			% Problem (Net Comm)			% Proactivity		
	FY03	FY07	FY08	FY03	FY07	FY08	FY03	FY07	FY08
IBRD	13	13	14	10	13	11	89	84	69
IDA	11	12	11	11	10	12	88	77	89
GEF	8	6	14	14	6	9	100	80	83
MONT	0	0	0	0	0	0	NA	NA	NA
SPF	21	17	7	20	18	11	67	50	75
RETF	NA	NA	18	NA	NA	12	NA	NA	NA
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>11</b>	<b>84</b>	<b>79</b>	<b>81</b>

<b>GEF</b>	Global Environment Facility
<b>MONT</b>	Montreal Protocol
<b>SPF</b>	Special Fund

TABLE 3.7: PORTFOLIO STATUS INDICATORS AND IEG OUTCOMES BY REGION FOR IDA PROJECTS

Region	Country	FY08 PORTFOLIO INDICATORS				FY05-08 IEG OUTCOMES				
		No. of Projects	Net Comm Amt (US\$ Million)	% Problem (No. of Projects)	% Problem (Net Comm)	% Proactivity	No. of Projects	% Unsat DO	% Unsat Outcome	% Net Disc.
<b>AFR</b>	Africa	23	2,193	26	26	75	1	0	0	0
	Angola	6	278	0	0	NA	0	NA	NA	NA
	Benin	6	268	0	0	100	5	25	50	25
	Burkina Faso	13	530	0	0	100	10	10	20	10
	Burundi	9	321	0	0	100	4	25	0	-25
	Cameroon	10	346	10	5	100	2	0	50	50
	Cape Verde	3	49	0	0	NA	5	0	20	20
	Central African Republic	3	43	0	0	NA	1	0	0	0
	Chad	6	135	50	56	NA	4	50	100	50
	Comoros	1	18	0	0	NA	0	NA	NA	NA
	Congo, Democratic Republic of	12	1,956	8	5	67	3	0	67	67
	Congo, Republic of	6	162	33	26	100	3	33	100	67
	Cote d'Ivoire	4	247	25	49	NA	4	75	75	0
	Eritrea	6	239	17	19	100	5	20	40	20
	Ethiopia	28	2,701	11	6	100	14	7	29	21
	Gambia, The	4	54	0	0	100	4	50	50	0
	Ghana	17	792	0	0	100	10	10	30	20
	Guinea	8	190	13	13	67	3	67	67	0
	Guinea-Bissau	5	61	0	0	100	2	50	50	0
	Kenya	14	1,000	14	9	100	5	60	80	20
	Lesotho	7	94	0	0	100	1	0	0	0
	Liberia	5	108	0	0	NA	0	NA	NA	NA
	Madagascar	17	1,059	6	4	100	10	10	60	50
	Malawi	11	365	9	5	NA	7	0	0	0
	Mali	10	477	20	12	NA	6	33	33	0
	Mauritania	11	294	0	0	NA	6	33	33	0
	Mozambique	16	778	6	7	100	10	0	20	20
	Niger	10	311	0	0	100	4	0	50	50
	Nigeria	24	2,944	13	11	100	3	33	33	0
	Rwanda	11	287	0	0	NA	2	0	0	0
	Sao Tome and Principe	3	18	0	0	NA	1	0	0	0
	Senegal	16	702	25	24	67	12	8	8	0
	Sierra Leone	8	241	25	24	100	4	25	25	0
	Tanzania	23	1,985	9	5	100	15	0	7	7
	Togo	1	17	0	0	NA	0	NA	NA	NA
	Uganda	17	1,224	29	21	NA	7	0	43	43
	Zambia	11	363	0	0	100	10	0	50	50
	<b>Sub Total</b>	<b>385</b>	<b>22,849</b>	<b>11</b>	<b>10</b>	<b>91</b>	<b>183</b>	<b>15</b>	<b>34</b>	<b>19</b>



TABLE 3.7: PORTFOLIO STATUS INDICATORS AND IEG OUTCOMES BY REGION FOR IDA PROJECTS

Region	Country	FY08 PORTFOLIO INDICATORS				FY05-08 IEG OUTCOMES					
		No. of Projects	Net Comm Amt (US\$ Million)	% Problem (No. of Projects)	% Problem (Net Comm)	% Proactivity	No. of Projects	% Unsat DO	% Unsat Outcome	% Net Disc.	
<b>EAP</b>	Cambodia	14	333	7	3	100	7	43	57	14	
	China	NA	NA	NA	NA	NA	6	0	17	17	
	Indonesia	3	282	0	0	NA	2	0	0	0	
	Lao People's Democratic Republic	15	184	0	0	100	5	0	0	0	
	Mongolia	13	157	8	11	NA	5	0	0	0	
	Papua New Guinea	2	45	0	0	NA	0	NA	NA	NA	
	Samoa	3	29	0	0	NA	1	0	0	0	
	Solomon Islands	2	5	0	0	NA	1	0	100	100	
	Timor-Leste	4	17	25	42	0	1	0	100	100	
	Tonga	2	12	0	0	NA	1	0	0	0	
	Vietnam	39	4,582	10	8	75	16	0	0	0	
	<b>Sub Total</b>		<b>97</b>	<b>5,644</b>	<b>7</b>	<b>7</b>	<b>82</b>	<b>45</b>	<b>7</b>	<b>16</b>	<b>9</b>
	<b>ECA</b>	Albania	13	222	23	27	100	15	13	20	7
		Armenia	17	284	6	4	NA	9	0	0	0
Azerbaijan		15	353	20	12	50	9	0	11	11	
Bosnia and Herzegovina		13	231	8	4	100	14	8	15	8	
Central Asia		1	25	0	0	NA	0	NA	NA	NA	
Georgia		14	253	7	6	100	8	0	38	38	
Kosovo		7	49	0	0	100	3	0	0	0	
Kyrgyz Republic		17	196	6	4	100	5	20	20	0	
Macedonia, form		NA	NA	NA	NA	NA	4	0	25	25	
Moldova		11	169	0	0	NA	7	0	0	0	
Montenegro		6	43	17	16	100	2	0	0	0	
Serbia		7	324	0	0	100	9	0	0	0	
Tajikistan		14	161	14	20	NA	5	20	20	0	
Uzbekistan		3	123	0	0	NA	0	NA	NA	NA	
<b>Sub Total</b>			<b>138</b>	<b>2,434</b>	<b>9</b>	<b>8</b>	<b>90</b>	<b>6</b>	<b>14</b>	<b>8</b>	

TABLE 3.7: PORTFOLIO STATUS INDICATORS AND IEG OUTCOMES BY REGION FOR IDA PROJECTS

Region	Country	FY08 PORTFOLIO INDICATORS				FY05-08 IEG OUTCOMES				
		No. of Projects	Net Comm Amt (US\$ Million)	% Problem (No. of Projects)	% Problem (Net Comm)	% Proactivity	No. of Projects	% Unsat DO	% Unsat Outcome	% Net Disc.
<b>LCR</b>	Bolivia	11	273	9	7	100	10	50	50	0
	Caribbean	1	9	100	100	NA	0	NA	NA	NA
	Central America	1	8	0	0	NA	0	NA	NA	NA
	Dominica	1	1	0	0	NA	0	NA	NA	NA
	Grenada	2	5	0	0	NA	0	NA	NA	NA
	Guyana	2	21	0	0	100	3	0	0	0
	Haiti	12	167	8	1	50	1	0	0	0
	Honduras	17	385	18	20	100	8	0	0	0
	Nicaragua	13	251	8	13	100	12	17	17	0
	OECS Countries	2	21	0	0	NA	0	NA	NA	NA
	St. Lucia	1	4	0	0	NA	0	NA	NA	NA
	<b>Sub Total</b>	<b>63</b>	<b>1,145</b>	<b>11</b>	<b>12</b>	<b>89</b>	<b>34</b>	<b>21</b>	<b>21</b>	<b>0</b>
<b>MNA</b>	Djibouti	5	43	20	23	NA	3	0	0	0
	Egypt, Arab Republic of	3	154	0	0	NA	4	0	0	0
	Iraq	5	509	40	46	33	0	NA	NA	NA
	Yemen, Republic of	19	846	0	0	100	7	0	29	29
	<b>Sub Total</b>	<b>32</b>	<b>1,553</b>	<b>9</b>	<b>16</b>	<b>50</b>	<b>14</b>	<b>0</b>	<b>14</b>	<b>14</b>
<b>SAR</b>	Afghanistan	22	871	18	21	100	7	0	0	0
	Bangladesh	21	1,997	10	2	100	16	31	38	6
	Bhutan	6	65	17	9	NA	3	0	33	33
	India	33	5,498	24	29	100	18	6	11	6
	Maldives	4	46	0	0	NA	1	0	0	0
	Nepal	16	823	6	7	100	2	0	0	0
	Pakistan	15	1,596	7	4	NA	11	9	9	0
	Sri Lanka	14	907	0	0	100	10	20	70	50
	<b>Sub Total</b>	<b>131</b>	<b>11,804</b>	<b>13</b>	<b>16</b>	<b>100</b>	<b>68</b>	<b>13</b>	<b>25</b>	<b>12</b>
	<b>Total</b>	<b>846</b>	<b>45,430</b>	<b>12</b>	<b>11</b>	<b>89</b>	<b>434</b>	<b>12</b>	<b>25</b>	<b>13</b>

**TABLE 3.8: PORTFOLIO STATUS INDICATORS BY COUNTRY CATEGORY GROUPING**

Country Category Grouping	% Problem (No. of Projects)		
	FY03	FY07	FY08
IBRD Investment Grade	8	13	13
China	0	4	4
IBRD Only (Others)	19	13	17
India	9	10	22
Blend	5	7	11
IDA Only	11	10	8
Fragile States	21	17	11
Multi-Country	0	10	18
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>

Country Category Grouping	% Problem (Net Comm)		
	FY03	FY07	FY08
IBRD Investment Grade	11	16	7
China	0	4	4
IBRD Only (Others)	14	11	16
India	6	15	22
Blend	13	6	6
IDA Only	10	10	7
Fragile States	28	15	9
Multi-Country	0	19	23
<b>Total</b>	<b>10</b>	<b>12</b>	<b>11</b>

Country Category Grouping	% Proactivity		
	FY03	FY07	FY08
IBRD Investment Grade	90	83	84
China	100	100	33
IBRD Only (Others)	92	88	63
India	67	80	71
Blend	88	67	71
IDA Only	93	79	96
Fragile States	63	64	84
Multi-Country	NA	100	80
<b>Total</b>	<b>88</b>	<b>79</b>	<b>81</b>

TABLE 3.9: PORTFOLIO RISK STATUS ORDERED BY COUNTRY (FY08)

Country	% Commitments at Risk	Net Commitments (US\$ Million)	Country	% Projects at Risk	No. of Projects
Congo, Democratic Republic of	74	1,956	Argentina	57	28
Ukraine	60	1,208	Nigeria	38	24
Argentina	60	3,999	Uganda	35	17
Ethiopia	30	2,715	Sudan	35	20
Africa	27	2,364	Indonesia	30	40
Nigeria	27	2,962	Honduras	29	17
Uganda	26	1,245	Ethiopia	29	28
India	23	13,708	Africa	26	38
Bangladesh	17	2,005	India	24	59
Indonesia	16	3,521	Senegal	24	17
Romania	12	1,768	Brazil	19	53
Turkey	11	5,682	Afghanistan	19	32
Afghanistan	9	2,698	Pakistan	18	22
Vietnam	8	4,631	Albania	17	18
Philippines	8	1,421	Azerbaijan	17	24
Pakistan	7	2,509	Ghana	17	18
Mexico	7	2,166	Mexico	16	19
Brazil	6	5,084	Romania	15	20
Tanzania	5	2,001	Philippines	15	27
China	5	10,212	Bangladesh	14	21
Colombia	5	3,458	Turkey	14	22
Russian Federation	5	1,676	Egypt, Arab Republic of	11	18
Azerbaijan	5	2,040	Vietnam	10	42
Egypt, Arab Republic of	1	1,989	Colombia	9	23
Iran, Islamic Republic of	0	1,210	Tanzania	9	23
			Armenia	6	17
			Mozambique	6	17
			Kyrgyz Republic	6	18
			Madagascar	6	18
			Russian Federation	6	18
			China	5	76
			Lao People's Democratic Republic	0	17
			Yemen, Republic of	0	20

**Note:** Only countries representing 1% or more of Bank commitments or projects are shown.

TABLE 3.10: PERFORMANCE OF PROJECTS EXITING THE PORTFOLIO BY REGION

Region	FY05 Exits			FY06 Exits		
	Projects (No.)	% Unsat DO	% at Risk	Projects (No.)	% Unsat DO	% at Risk
AFR	79	19	30	62	15	23
EAP	47	13	19	42	2	7
ECA	74	11	14	47	9	11
LCR	57	14	18	83	14	19
MNA	31	10	23	15	20	20
SAR	29	10	10	41	2	5
OTH	0	NA	NA	0	NA	NA
<b>Total</b>	<b>317</b>	<b>14</b>	<b>20</b>	<b>290</b>	<b>10</b>	<b>15</b>

Region	FY07 Exits			FY08 Exits		
	Projects (No.)	% Unsat DO	% at Risk	Projects (No.)	% Unsat DO	% at Risk
AFR	58	12	22	60	10	17
EAP	41	5	7	42	5	7
ECA	64	6	8	49	4	6
LCR	61	15	26	49	16	29
MNA	17	0	0	26	19	27
SAR	24	17	21	<b>30</b>	<b>13</b>	<b>23</b>
OTH	1	0	0	<b>0</b>	<b>NA</b>	<b>NA</b>
<b>Total</b>	<b>266</b>	<b>10</b>	<b>16</b>	<b>256</b>	<b>11</b>	<b>17</b>

TABLE 3.11: NET DISCONNECT BY REGION/COUNTRY

Region/Country	FY90-08				FY05-08			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
<b>AFR</b>								
Africa	7	0	29	29	1	0	0	0
Angola	11	18	36	18	0	NA	NA	NA
Benin	39	5	26	21	8	13	38	25
Botswana	6	17	33	17	0	NA	NA	NA
Burkina Faso	38	11	16	5	11	9	18	9
Burundi	29	34	38	3	4	25	0	-25
Cameroon	29	34	66	31	2	0	50	50
Cape Verde	18	0	6	6	5	0	20	20
Central African	18	67	78	11	1	0	0	0
Chad	29	21	31	10	5	40	80	40
Comoros	13	42	50	8	0	NA	NA	NA
Congo, Democrat	35	65	88	24	3	0	67	67
Congo, Republic	10	22	89	67	3	33	100	67
Cote d'Ivoire	41	24	44	20	4	75	75	0
Eastern Africa	1	0	100	100	0	NA	NA	NA
Equatorial Guin	8	63	75	13	0	NA	NA	NA
Eritrea	9	11	22	11	5	20	40	20
Ethiopia	46	20	33	13	14	7	29	21
Gabon	8	13	50	38	0	NA	NA	NA
Gambia, The	17	41	47	6	4	50	50	0
Ghana	85	13	35	22	11	9	36	27
Guinea	43	29	41	12	3	67	67	0
Guinea-Bissau	19	21	37	16	2	50	50	0
Kenya	58	36	62	26	5	60	80	20
Lesotho	18	28	39	11	2	0	0	0
Liberia	1	100	100	0	0	NA	NA	NA
Madagascar	59	17	37	20	10	10	60	50
Malawi	49	6	46	40	7	0	0	0
Mali	42	10	36	26	7	29	29	0
Mauritania	31	26	29	3	6	33	33	0
Mauritius	16	25	25	0	2	0	0	0
Mozambique	42	7	17	10	10	0	20	20
Niger	33	33	42	9	4	0	50	50
Nigeria	57	32	53	21	3	33	33	0
Rwanda	31	35	48	13	5	0	0	0
Sao Tome and Pr	10	20	50	30	1	0	0	0
Senegal	54	17	20	4	12	8	8	0
Seychelles	3	0	33	33	0	NA	NA	NA
Sierra Leone	20	30	50	20	5	20	40	20
Somalia	14	80	80	0	0	NA	NA	NA
South Africa	2	0	0	0	2	0	0	0
Sudan	19	16	42	26	0	NA	NA	NA
Swaziland	2	0	0	0	1	0	0	0
Tanzania	56	11	21	11	15	0	7	7
Togo	24	33	63	29	0	NA	NA	NA
Uganda	63	7	31	25	8	0	38	38
Western Africa	3	0	33	33	0	NA	NA	NA
Zambia	42	17	55	38	10	0	50	50
Zimbabwe	24	14	27	14	0	NA	NA	NA
<b>Sub Total</b>	<b>1,332</b>	<b>22</b>	<b>40</b>	<b>18</b>	<b>201</b>	<b>14</b>	<b>33</b>	<b>19</b>

TABLE 3.11: NET DISCONNECT BY REGION/COUNTRY

Region/Country	FY90-08				FY05-08			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
<b>EAP</b>								
Cambodia	17	18	29	12	7	43	57	14
China	222	4	9	5	56	2	5	4
Fiji	4	0	0	0	0	NA	NA	NA
Indonesia	181	13	28	15	22	18	32	14
Korea, Republic	42	0	10	10	0	NA	NA	NA
Lao People's De	25	12	24	12	5	0	0	0
Malaysia	31	0	7	7	1	0	0	0
Mongolia	14	0	7	7	5	0	0	0
Myanmar	14	14	36	21	0	NA	NA	NA
Papua New Guine	22	19	52	33	3	0	0	0
Philippines	73	11	26	15	10	0	0	0
Samoa	7	14	0	-14	1	0	0	0
Solomon Islands	6	17	67	50	1	0	100	100
Thailand	44	9	14	5	3	0	0	0
Timor-Leste	15	0	60	60	7	0	57	57
Tonga	3	0	33	33	1	0	0	0
Vanuatu	4	33	67	33	0	NA	NA	NA
Vietnam	32	0	0	0	17	0	0	0
<b>Sub Total</b>	<b>756</b>	<b>8</b>	<b>19</b>	<b>11</b>	<b>139</b>	<b>6</b>	<b>14</b>	<b>8</b>
<b>ECA</b>								
Albania	47	11	15	4	15	13	20	7
Aral Sea	1	0	100	100	0	NA	NA	NA
Armenia	26	0	8	8	9	0	0	0
Azerbaijan	17	12	29	18	9	0	11	11
Belarus	5	20	40	20	0	NA	NA	NA
Bosnia and Herz	45	2	11	9	14	8	15	8
Bulgaria	28	11	18	7	4	0	0	0
Central Asia	1	0	100	100	1	0	100	100
Croatia	20	0	30	30	7	0	29	29
Cyprus	9	0	13	13	0	NA	NA	NA
Czech Republic	6	0	0	0	0	NA	NA	NA
Estonia	8	0	0	0	0	NA	NA	NA
Europe and Cent	1	0	0	0	1	0	0	0
Georgia	26	4	23	19	10	0	30	30
Hungary	38	13	11	-3	0	NA	NA	NA
Kazakhstan	20	20	15	-5	4	25	0	-25
Kosovo	16	6	6	0	5	0	0	0
Kyrgyz Republic	19	11	21	11	5	20	20	0
Latvia	19	0	0	0	4	0	0	0
Lithuania	16	7	20	13	4	25	25	0
Macedonia, form	27	0	19	19	8	0	13	13
Moldova	20	5	21	16	8	0	0	0
Montenegro	2	0	0	0	2	0	0	0
Poland	40	10	20	10	8	0	25	25
Portugal	8	50	50	0	0	NA	NA	NA
Romania	37	3	8	5	14	0	0	0
Russian Federat	46	18	40	22	9	11	22	11
Serbia	17	0	0	0	13	0	0	0
Slovak Republic	7	0	0	0	3	0	0	0
Slovenia	9	0	13	13	1	0	0	0
South Eastern E	1	0	0	0	1	0	0	0
Tajikistan	14	21	21	0	5	20	20	0
Turkey	74	18	29	11	11	9	18	9
Turkmenistan	3	100	100	0	0	NA	NA	NA
Ukraine	28	20	20	0	10	33	33	0
Uzbekistan	9	13	38	25	4	25	25	0
Yugoslavia, for	15	9	27	18	0	NA	NA	NA
<b>Sub Total</b>	<b>725</b>	<b>10</b>	<b>19</b>	<b>9</b>	<b>189</b>	<b>7</b>	<b>14</b>	<b>7</b>

TABLE 3.11: NET DISCONNECT BY REGION/COUNTRY

Region/Country	FY90-08				FY05-08			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
<b>LCR</b>								
Argentina	92	13	22	9	25	16	16	0
Bahamas, The	2	0	50	50	0	NA	NA	NA
Barbados	7	14	29	14	1	0	0	0
Belize	8	13	25	13	1	0	0	0
Bolivia	55	13	31	18	12	42	42	0
Brazil	156	8	17	9	26	0	4	4
Caribbean	6	50	50	0	0	NA	NA	NA
Central America	1	0	0	0	1	0	0	0
Chile	35	6	9	3	5	0	0	0
Colombia	72	9	29	20	13	8	33	25
Costa Rica	11	0	0	0	2	0	0	0
Dominica	6	33	17	-17	1	0	0	0
Dominican Repub	16	25	19	-6	5	20	20	0
Ecuador	47	9	21	12	10	0	17	17
El Salvador	19	0	0	0	9	0	0	0
Grenada	4	0	0	0	2	0	0	0
Guatemala	24	14	32	18	8	14	29	14
Guyana	17	18	29	12	3	0	0	0
Haiti	20	35	65	29	1	0	0	0
Honduras	33	6	24	18	9	11	0	-11
Jamaica	29	14	38	24	0	NA	NA	NA
Mexico	113	6	15	9	17	6	6	0
Nicaragua	29	7	10	3	13	15	15	0
OECS Countries	2	0	0	0	1	0	0	0
Panama	14	8	17	8	3	0	33	33
Paraguay	17	13	50	38	4	0	33	33
Peru	37	14	19	6	8	13	25	13
St. Kitts and N	3	33	33	0	1	0	0	0
St. Lucia	6	17	33	17	1	0	0	0
St. Vincent and	4	0	0	0	2	0	0	0
Trinidad and To	8	13	50	38	1	0	100	100
Uruguay	30	3	7	3	8	0	13	13
Venezuela, Repu	27	27	58	31	4	25	50	25
<b>Sub Total</b>	<b>950</b>	<b>11</b>	<b>23</b>	<b>12</b>	<b>197</b>	<b>10</b>	<b>16</b>	<b>6</b>
<b>MNA</b>								
Algeria	48	38	50	13	10	20	20	0
Djibouti	11	27	36	9	3	0	0	0
Egypt, Arab Rep	48	18	27	9	10	11	11	0
Iran, Islamic R	7	14	14	0	0	NA	NA	NA
Jordan	43	2	12	9	5	0	40	40
Lebanon	12	25	50	25	4	0	25	25
Morocco	77	12	32	21	9	11	33	22
Oman	5	0	0	0	0	NA	NA	NA
Red Sea and Gul	1	0	0	0	1	0	0	0
Tunisia	62	6	18	11	7	14	0	-14
West Bank and G	25	16	32	16	12	17	33	17
Yemen, Republic	73	21	33	13	7	0	29	29
<b>Sub Total</b>	<b>412</b>	<b>16</b>	<b>29</b>	<b>13</b>	<b>68</b>	<b>10</b>	<b>22</b>	<b>12</b>
<b>SAR</b>								
Afghanistan	7	0	0	0	7	0	0	0
Bangladesh	88	17	26	9	16	31	38	6
Bhutan	10	0	20	20	3	0	33	33
India	208	12	25	13	32	6	13	6
Maldives	6	0	0	0	1	0	0	0
Nepal	45	18	30	11	2	0	0	0
Pakistan	102	13	28	16	12	8	8	0
Sri Lanka	53	14	39	25	10	20	70	50
<b>Sub Total</b>	<b>519</b>	<b>13</b>	<b>27</b>	<b>14</b>	<b>83</b>	<b>12</b>	<b>23</b>	<b>11</b>
<b>OTHER</b>								
World	1	0	0	0	1	0	0	0
<b>Sub Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>4,695</b>	<b>14</b>	<b>28</b>	<b>14</b>	<b>878</b>	<b>10</b>	<b>20</b>	<b>10</b>



TABLE 3.12: NET DISCONNECT BY INSTRUMENT

Instrument	FY90-08				FY05-08			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
<b>Dev. Policy</b>								
DPL	46	2	20	18	46	2	20	18
DRL	11	0	9	9				
PRC	33	3	12	9	18	6	11	6
PSL	46	0	7	7	12	0	0	0
RIL	21	14	24	10	1	0	0	0
SAD	226	8	21	13	19	6	6	0
SAL	291	8	30	22	32	6	26	19
SSL	2	0	0	0	2	0	0	0
<b>Sub Total</b>	<b>676</b>	<b>7</b>	<b>23</b>	<b>16</b>	<b>130</b>	<b>4</b>	<b>16</b>	<b>12</b>
<b>Investment</b>								
APL	110	14	27	13	78	8	28	20
ERL	127	2	8	6	35	3	9	6
FIL	212	22	44	23	10	0	20	20
LIL	106	15	26	12	53	14	28	14
SIL	2,638	15	27	12	489	11	19	8
SIM	454	18	30	12	17	12	18	6
TAL	372	16	34	17	66	19	31	13
<b>Sub Total</b>	<b>4,019</b>	<b>15</b>	<b>29</b>	<b>13</b>	<b>748</b>	<b>11</b>	<b>21</b>	<b>10</b>
<b>Total</b>	<b>4,695</b>	<b>14</b>	<b>28</b>	<b>14</b>	<b>878</b>	<b>10</b>	<b>20</b>	<b>10</b>

**Investment**

<b>APL</b>	Adaptable Program Loan
<b>ERL</b>	Emergency Recovery Loan
<b>FIL</b>	Financial Intermediary Loan
<b>LIL</b>	Learning and Innovation Loan
<b>SIL</b>	Specific Investment Loan
<b>SIM</b>	Sectoral Investment and Maintenance
<b>TAL</b>	Technical Assistance Loan

**Dev. Policy**

<b>DPL</b>	Development Policy Lending
<b>DRL</b>	Debt and Debt Service Reduction Loan
<b>PRC</b>	Poverty Reduction Support Credit
<b>PSL</b>	Programmatic Structural Adjustment Loan
<b>RIL</b>	Rehabilitation Loan
<b>SAD</b>	Sector Adjustment
<b>SAL</b>	Structural Adjustment Lending
<b>SSL</b>	Special Structural Adjustment Lending

TABLE 3.13: NET DISCONNECT BY SOURCE OF FUNDS

Source of Funds	FY90-08				FY05-08			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
IBRD	2,329	12	25	13	373	8	15	7
IDA	2,206	17	31	15	445	12	25	13
GEF	89	7	18	11	31	6	16	10
MONT	12	0	0	0	6	0	0	0
SPF	59	8	25	17	23	9	26	17
<b>Total</b>	<b>4,695</b>	<b>14</b>	<b>28</b>	<b>14</b>	<b>878</b>	<b>10</b>	<b>20</b>	<b>10</b>

<b>GEF</b>	Global Environment Facility
<b>MONT</b>	Montreal Protocol
<b>SPF</b>	Special Fund

TABLE 3.14: NET DISCONNECT BY REGION/EXIT YEAR

Region/ Exit Year	AFR				EAP				ECA				LCR			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
FY90	56	21	36	14	33	3	28	25	13	18	27	9	41	13	40	28
FY91	71	29	46	17	38	11	21	11	14	9	27	18	38	11	35	24
FY92	76	32	49	17	47	0	9	9	12	0	17	17	33	9	36	27
FY93	72	26	49	22	41	5	24	20	11	36	36	0	45	12	31	19
FY94	94	30	52	22	45	13	7	-7	19	21	53	32	40	19	22	3
FY95	90	29	40	10	41	13	20	8	20	20	20	0	37	14	31	17
FY96	72	31	46	15	32	0	28	28	26	12	19	8	48	9	13	4
FY97	66	21	39	18	42	10	17	7	28	18	39	21	55	11	17	6
FY98	88	20	40	21	39	5	24	18	40	8	16	8	57	7	26	19
FY99	78	35	50	15	43	17	24	7	53	4	15	11	61	19	26	7
FY00	79	20	41	20	39	18	16	-3	67	8	17	9	51	14	22	8
FY01	70	9	37	28	40	10	31	21	59	9	22	14	59	5	23	18
FY02	70	10	34	24	46	7	24	17	55	7	15	7	49	9	20	11
FY03	75	17	32	15	44	9	26	16	55	13	25	12	68	7	18	10
FY04	74	18	32	14	47	4	17	13	64	13	16	3	71	10	23	13
FY05	74	18	28	11	46	9	20	11	73	10	11	1	56	11	15	4
FY06	57	13	34	21	39	3	8	5	43	7	21	14	73	10	7	-3
FY07	47	11	40	30	35	6	14	9	55	6	13	8	55	8	27	18
FY08	23	13	26	13	19	5	11	5	18	0	11	11	13	8	25	17
<b>Total</b>	<b>1,332</b>	<b>22</b>	<b>40</b>	<b>18</b>	<b>756</b>	<b>8</b>	<b>19</b>	<b>11</b>	<b>725</b>	<b>10</b>	<b>19</b>	<b>9</b>	<b>950</b>	<b>11</b>	<b>23</b>	<b>12</b>

Region/ Exit Year	MNA				SAR				TOTAL			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
FY90	22	10	19	10	11	11	33	22	176	14	33	19
FY91	20	10	25	15	29	7	17	10	210	16	32	16
FY92	21	5	33	29	37	8	38	30	226	14	34	20
FY93	32	16	38	22	32	9	22	13	233	17	35	19
FY94	26	31	46	15	42	17	31	14	266	23	36	13
FY95	23	22	30	9	32	19	38	19	243	21	32	11
FY96	23	22	22	0	29	18	46	29	230	17	31	14
FY97	21	29	38	10	27	15	22	7	239	16	28	12
FY98	21	33	33	0	42	24	31	7	287	15	30	15
FY99	21	19	43	24	30	17	37	20	286	20	33	13
FY00	18	6	18	12	23	17	13	-4	277	15	24	10
FY01	25	0	8	8	25	12	16	4	278	8	25	18
FY02	20	20	30	10	31	6	26	19	271	9	25	15
FY03	27	11	33	22	19	0	32	32	288	11	26	15
FY04	24	25	38	13	27	11	11	0	307	13	23	10
FY05	31	10	17	7	24	13	25	13	304	12	19	7
FY06	14	14	29	14	36	6	14	8	262	9	18	9
FY07	16	0	13	13	13	25	50	25	221	8	24	16
FY08	7	29	57	29	11	18	18	0	91	10	21	11
<b>Total</b>	<b>412</b>	<b>16</b>	<b>29</b>	<b>13</b>	<b>520</b>	<b>13</b>	<b>27</b>	<b>14</b>	<b>4,695</b>	<b>14</b>	<b>28</b>	<b>14</b>

TABLE 3.15: NET DISCONNECT BY NETWORK/EXIT YEAR

Network/Exit Year	FY05				FY06				FY07			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
<b>FPD</b>	35	14	23	9	16	13	19	6	17	13	38	25
<b>FPD Total</b>	<b>35</b>	<b>14</b>	<b>23</b>	<b>9</b>	<b>16</b>	<b>13</b>	<b>19</b>	<b>6</b>	<b>17</b>	<b>13</b>	<b>38</b>	<b>25</b>
<b>HDN</b>												
Education	25	12	8	-4	30	7	23	17	26	4	24	20
Health, Nutrition and Population	25	28	48	20	20	5	20	15	27	22	59	37
Social Protection	14	0	14	14	20	5	16	11	12	0	0	0
<b>HDN Total</b>	<b>64</b>	<b>16</b>	<b>25</b>	<b>9</b>	<b>70</b>	<b>6</b>	<b>20</b>	<b>14</b>	<b>65</b>	<b>11</b>	<b>35</b>	<b>24</b>
<b>PREM</b>												
Economic Policy	14	7	7	0	16	0	20	20	8	14	14	0
Gender and Development	0	NA	NA	NA	1	0	0	0	0	NA	NA	NA
Poverty Reduction	7	0	14	14	7	14	0	-14	7	0	29	29
Public Sector Governance	30	17	37	20	21	16	32	16	16	13	40	27
<b>PREM Total</b>	<b>51</b>	<b>12</b>	<b>25</b>	<b>14</b>	<b>45</b>	<b>10</b>	<b>21</b>	<b>12</b>	<b>31</b>	<b>10</b>	<b>31</b>	<b>21</b>
<b>SDN</b>												
<b>ESSD</b>												
Environment	21	11	11	0	19	5	16	11	16	0	20	20
Agriculture and Rural Development	48	9	13	4	32	9	16	6	25	4	17	13
Social Development	5	25	25	0	7	17	33	17	5	0	0	0
<b>ESSD Total</b>	<b>74</b>	<b>10</b>	<b>13</b>	<b>3</b>	<b>58</b>	<b>9</b>	<b>18</b>	<b>9</b>	<b>46</b>	<b>2</b>	<b>16</b>	<b>14</b>
<b>INF</b>												
Energy and Mining	14	14	21	7	15	20	27	7	19	16	21	5
Global Information/ Communications Technology	1	0	0	0	2	0	0	0	2	0	0	0
Transport	25	12	16	4	29	0	0	0	22	0	5	5
Urban Development	24	8	13	4	15	7	13	7	9	0	22	22
Water	16	6	6	0	12	25	25	0	10	10	10	0
<b>INF Total</b>	<b>80</b>	<b>10</b>	<b>14</b>	<b>4</b>	<b>73</b>	<b>10</b>	<b>12</b>	<b>3</b>	<b>62</b>	<b>6</b>	<b>13</b>	<b>6</b>
<b>SDN Total</b>	<b>154</b>	<b>10</b>	<b>14</b>	<b>3</b>	<b>131</b>	<b>9</b>	<b>15</b>	<b>5</b>	<b>108</b>	<b>5</b>	<b>14</b>	<b>10</b>
<b>Total</b>	<b>304</b>	<b>12</b>	<b>19</b>	<b>7</b>	<b>262</b>	<b>9</b>	<b>18</b>	<b>9</b>	<b>221</b>	<b>8</b>	<b>24</b>	<b>16</b>

Network/Closing Year	FY08				Total			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
<b>FPD</b>	5	20	20	0	73	14	25	11
<b>FPD Total</b>	<b>5</b>	<b>20</b>	<b>20</b>	<b>0</b>	<b>73</b>	<b>14</b>	<b>25</b>	<b>11</b>
<b>HDN</b>								
Education	7	29	57	29	88	9	22	13
Health, Nutrition and Population	11	20	50	30	83	20	45	26
Social Protection	4	0	25	25	50	2	13	10
<b>HDN Total</b>	<b>22</b>	<b>19</b>	<b>48</b>	<b>29</b>	<b>221</b>	<b>12</b>	<b>29</b>	<b>17</b>
<b>PREM</b>								
Economic Policy	3	0	0	0	41	5	13	8
Gender and Development	0	NA	NA	NA	1	0	0	0
Poverty Reduction	2	0	0	0	23	4	13	9
Public Sector Governance	8	13	25	13	75	15	35	19
<b>PREM Total</b>	<b>13</b>	<b>8</b>	<b>15</b>	<b>8</b>	<b>140</b>	<b>10</b>	<b>24</b>	<b>14</b>
<b>SDN</b>								
<b>ESSD</b>								
Environment	6	0	17	17	62	5	15	10
Agriculture and Rural Development	14	0	7	7	119	7	14	7
Social Development	3	33	33	0	20	17	22	6
<b>ESSD Total</b>	<b>23</b>	<b>4</b>	<b>13</b>	<b>9</b>	<b>201</b>	<b>7</b>	<b>15</b>	<b>8</b>
<b>INF</b>								
Energy and Mining	4	25	50	25	52	17	25	8
Global Information/ Communications Technology					5	0	0	0
Transport	17	6	6	0	93	4	6	2
Urban Development	2	0	0	0	50	6	14	8
Water	5	0	0	0	43	12	12	0
<b>INF Total</b>	<b>28</b>	<b>7</b>	<b>11</b>	<b>4</b>	<b>243</b>	<b>9</b>	<b>13</b>	<b>4</b>
<b>SDN Total</b>	<b>51</b>	<b>6</b>	<b>12</b>	<b>6</b>	<b>444</b>	<b>8</b>	<b>14</b>	<b>6</b>
<b>Total</b>	<b>91</b>	<b>10</b>	<b>21</b>	<b>11</b>	<b>878</b>	<b>10</b>	<b>20</b>	<b>10</b>

TABLE 3.16: NET DISCONNECT BY THEME/EXIT YEAR

Theme/Exit Year	FY05				FY06				FY07			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
Economic management	22	5	23	18	18	6	18	12	18	12	24	12
Environment and natural resources management	95	11	15	4	81	13	20	8	61	8	22	14
Financial and private sector development	115	11	16	5	97	13	18	5	69	9	21	12
Human development	83	12	26	13	78	8	19	12	80	9	33	24
Public sector governance	102	11	25	14	80	8	18	10	74	10	27	17
Rule of law	46	16	22	7	33	13	28	16	36	18	38	21
Rural development	104	12	18	6	93	14	17	3	83	4	18	14
Social dev/gender/inclusion	93	11	18	7	92	8	20	12	71	8	28	20
Social protection and risk management	62	10	18	8	63	5	13	8	44	2	7	5
Trade and integration	27	4	11	7	36	0	9	9	14	0	15	15
Urban development	64	13	16	3	50	12	18	6	49	13	23	10
<b>Total</b>	<b>304</b>	<b>12</b>	<b>19</b>	<b>7</b>	<b>262</b>	<b>9</b>	<b>18</b>	<b>9</b>	<b>221</b>	<b>8</b>	<b>24</b>	<b>16</b>

Theme/Exit Year	FY08				Total			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
Economic management	2	0	0	0	60	7	21	14
Environment and natural resources management	28	4	11	7	265	10	18	8
Financial and private sector development	29	10	21	10	310	11	18	7
Human development	22	19	43	24	263	10	28	17
Public sector governance	27	8	8	0	283	9	22	12
Rule of law	9	11	22	11	124	15	28	13
Rural development	37	5	19	14	317	10	18	8
Social dev/gender/inclusion	34	15	26	12	290	10	22	12
Social protection and risk management	22	5	10	5	191	6	13	7
Trade and integration	12	8	42	33	89	2	15	13
Urban development	21	5	14	10	184	12	18	7
<b>Total</b>	<b>91</b>	<b>10</b>	<b>21</b>	<b>11</b>	<b>878</b>	<b>10</b>	<b>20</b>	<b>10</b>

TABLE 3.17: NET DISCONNECT BY SECTOR/EXIT YEAR

Sector/Exit Year	FY05				FY06				FY07			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
Agriculture, fishing, and forestry	62	9	17	9	60	12	15	3	40	3	16	14
Education	66	5	15	11	74	8	21	13	54	2	21	19
Energy and mining	38	16	24	8	42	5	17	12	31	19	29	10
Finance	53	8	14	6	35	6	11	6	20	5	11	5
Health and other social services	123	13	26	12	104	10	24	14	89	8	26	18
Industry and trade	54	8	17	10	53	8	12	4	22	0	15	15
Information and communications	5	40	40	0	15	0	14	14	12	18	36	18
Public Administration, Law, and Justice	253	13	20	7	223	8	17	10	185	8	27	18
Transportation	72	10	14	4	51	8	8	0	38	5	18	13
Water, sanitation and flood protection	63	8	11	3	45	9	18	9	38	13	21	8
<b>Total</b>	<b>304</b>	<b>12</b>	<b>19</b>	<b>7</b>	<b>262</b>	<b>9</b>	<b>18</b>	<b>9</b>	<b>221</b>	<b>8</b>	<b>24</b>	<b>16</b>

Sector/Exit Year	FY08				Total			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
Agriculture, fishing, and forestry	19	0	16	16	181	8	16	9
Education	16	13	31	19	210	6	20	14
Energy and mining	8	0	13	13	119	12	22	10
Finance	6	17	17	0	114	7	13	5
Health and other social services	32	10	23	13	348	11	25	14
Industry and trade	14	7	21	14	143	7	15	9
Information and communications	4	0	25	25	36	12	26	15
Public Administration, Law, and Justice	78	10	21	10	739	10	21	11
Transportation	26	4	4	0	187	8	12	4
Water, sanitation and flood protection	18	0	0	0	164	9	14	6
<b>Total</b>	<b>91</b>	<b>10</b>	<b>21</b>	<b>11</b>	<b>878</b>	<b>10</b>	<b>20</b>	<b>10</b>

TABLE 3.18: NET DISCONNECT BY COUNTRY CATEGORY GROUPING/EXIT YEAR

Country Category Grouping/Exit Year	FY05				FY06				FY07			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
IBRD Investment Grade	45	7	9	2	28	11	14	4	32	0	11	11
China	13	0	15	15	20	0	0	0	14	7	7	0
IBRD Only (Others)	64	8	15	7	63	10	13	3	53	8	22	14
India	10	10	20	10	15	7	13	7	2	0	0	0
Blend	46	15	20	4	31	7	7	0	18	22	39	17
IDA Only	81	13	21	9	80	5	24	19	81	6	28	22
Fragile States*	42	24	34	10	24	25	38	13	18	17	39	22
Multi-Country	3	0	0	0	1	0	100	100	3	0	0	0
<b>Total</b>	<b>304</b>	<b>12</b>	<b>19</b>	<b>7</b>	<b>262</b>	<b>9</b>	<b>18</b>	<b>9</b>	<b>221</b>	<b>8</b>	<b>24</b>	<b>16</b>

Country Category Grouping/Exit Year	FY08				Total			
	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc	Projects (No.)	% Unsat DO	% Unsat Outcome	% Net Disc
IBRD Investment Grade	10	0	10	10	115	6	11	6
China	9	0	0	0	56	2	5	4
IBRD Only (Others)	19	17	44	28	199	10	19	10
India	5	0	0	0	32	6	13	6
Blend	8	0	13	13	103	13	19	6
IDA Only	30	13	17	3	272	9	24	15
Fragile States*	9	22	44	22	93	23	37	14
Multi-Country	1	0	0	0	8	0	13	13
<b>Total</b>	<b>91</b>	<b>10</b>	<b>21</b>	<b>11</b>	<b>878</b>	<b>10</b>	<b>20</b>	<b>10</b>

\* Fragile States country category is based on the list of Fragile States countries as of May, 2008 from Fragile States web site.

TABLE 3.19 (a): CHANGES IN OUTCOME RATINGS BETWEEN ICRR AND PPAR BY EXIT YEAR (FY90-07)

Exit Year	No. of Projects Evaluated by IEG	No. of PPARs with Corresponding ICRR	% PPARs with Corresponding ICRR	No. of ICRR Unsat.		No. of +ve Changes between ICRR and PPAR1		No. of -ve Changes between ICRR and PPAR2		Total Net Change between ICRR and PPAR		3 Year Moving Avg. on % Net Change (weighted by No. of PPARs)
				Outcomes	Outcomes	No.	%	No.	%	No.	%	
FY90	169	68	40	14	25	11	16	0	0	11	16	16
FY91	206	84	41	15	28	16	19	-3	-4	13	15	16
FY92	225	87	39	17	24	9	10	-2	-2	7	8	13
FY93	230	81	35	20	31	12	15	-1	-1	11	14	12
FY94	262	79	30	21	20	6	8	-7	-9	-1	-1	7
FY95	236	72	31	13	16	5	7	-2	-3	3	4	6
FY96	229	71	31	11	16	8	11	-3	-4	5	7	3
FY97	238	72	30	11	18	9	13	-2	-3	7	10	7
FY98	282	87	31	20	29	13	15	-4	-5	9	10	9
FY99	282	82	29	18	28	15	18	-5	-6	10	12	11
FY00	272	69	25	14	17	7	10	-4	-6	3	4	9
FY01	271	79	29	13	18	7	9	-2	-3	5	6	8
FY02	263	53	20	8	15	8	15	-1	-2	7	13	7
FY03	283	49	17	11	15	5	10	-1	-2	4	8	9
FY04	303	40	13	9	13	6	15	-2	-5	4	10	11
FY05	296	15	5	2	2	0	0	0	0	0	0	8
FY06	250	4	2	2	2	0	0	0	0	0	0	7
FY07	194	2	1	0	0	0	0	0	0	0	0	0
<b>FY90-05</b>	<b>4,491</b>	<b>1,094</b>	<b>24</b>	<b>219</b>	<b>317</b>	<b>137</b>	<b>13</b>	<b>-39</b>	<b>-4</b>	<b>98</b>	<b>9</b>	

1 No. of Positive changes between ICRR and corresponding PPAR, i.e., ICRR rated "S" and PPAR rated "U."

2 No. of Negative changes between ICRR and corresponding PPAR, i.e., ICRR rated "U" and PPAR rated "S."

TABLE 3.19 (b): SUMMARY OF CHANGES IN OUTCOME RATINGS BETWEEN ICRR AND PPAR

Exit Year	No. of Projects <sup>a/</sup>	PPARs <sup>b/</sup>		% SAT Outcomes		% Net Change in Outcomes between ICRR and PPAR
		No.	%	ICRR	PPAR	
FY90-95	1,328	471	35	79	69	9
FY96-00	1,303	381	29	81	72	9
FY01-07	1,860	242	13	81	73	8
<b>FY90-07</b>	<b>4,491</b>	<b>1,094</b>	<b>24</b>	<b>80</b>	<b>71</b>	<b>9</b>

a Projects evaluated with corresponding ICRR in the Business Warehouse (BW)

b PPARs with corresponding ICRR in BW.

TABLE 3.20: CHANGES IN OUTCOME RATINGS BETWEEN ICRR AND PPAR BY REGION (FY90-07)

Region	No. of Projects Evaluated by IEG	No. of PPARs with Corresponding ICRR	% PPARs with Corresponding ICRR	No. of ICRR Unsat. Outcomes	No. of PPAR Unsat. Outcomes	No. of +ve Changes between ICRR and PPAR1		No. of -ve Changes between ICRR and PPAR2		Total Net Change between ICRR and PPAR	
						#	%	#	%	#	%
						AFR	1,284	312	24	76	116
EAP	721	182	25	19	40	24	13	-3	-2	21	12
ECA	684	166	24	29	36	13	8	-6	-4	7	4
LCR	899	191	21	37	45	19	10	-11	-6	8	4
MNA3	402	101	25	25	31	11	11	-5	-5	6	6
SAR	501	142	28	33	49	21	15	-5	-4	16	11
<b>Bank</b>	<b>4,491</b>	<b>1,094</b>	<b>24</b>	<b>219</b>	<b>317</b>	<b>137</b>	<b>13</b>	<b>-39</b>	<b>-4</b>	<b>98</b>	<b>9</b>

<sup>1</sup> No. of Positive changes between ICRR and corresponding PPAR, i.e., ICRR rated "S" and PPAR rated "U."

<sup>2</sup> No. of Negative changes between ICRR and corresponding PPAR, i.e., ICRR rated "U" and PPAR rated "S."

<sup>3</sup> One project in OTH region in included under MNA region.

TABLE 3.21: CHANGES IN OUTCOME RATINGS BETWEEN ICRR AND PPAR BY NETWORK (FY90-07)

Region	No. of Projects Evaluated by IEG	No. of PPARs with Corresponding ICRR	% PPARs with Corresponding ICRR	No. of ICRR Unsat. Outcomes	No. of PPAR Unsat. Outcomes	No. of +ve Changes between ICRR and PPAR1		No. of -ve Changes between ICRR and PPAR2		Total Net Change between ICRR and PPAR	
						#	%	#	%	#	%
						FPD	400	103	26	23	39
HDN	886	151	17	24	32	13	9	-5	-3	8	5
PREM	625	187	30	32	57	29	16	-4	-2	25	13
SDN	2,580	653	25	140	189	76	12	-27	-4	49	8
ESSD	1,076	258	24	55	92	46	18	-9	-3	37	14
INF	1,504	395	26	85	97	30	8	-18	-5	12	3
<b>Bank</b>	<b>4,491</b>	<b>1,094</b>	<b>24</b>	<b>219</b>	<b>317</b>	<b>137</b>	<b>13</b>	<b>-39</b>	<b>-4</b>	<b>98</b>	<b>9</b>

<sup>1</sup> No. of Positive changes between ICRR and corresponding PPAR, i.e., ICRR rated "S" and PPAR rated "U."

<sup>2</sup> No. of Negative changes between ICRR and corresponding PPAR, i.e., ICRR rated "U" and PPAR rated "S."

TABLE 3.22: CHANGES IN OUTCOME RATINGS BETWEEN ICRR AND PPAR BY SOURCE OF FUNDS (FY90-07)

Region	No. of Projects Evaluated by IEG	No. of PPARs with Corresponding ICRR	% PPARs with Corresponding ICRR	No. of ICRR Unsat. Outcomes	No. of PPAR Unsat. Outcomes	No. of +ve Changes between ICRR and PPAR1		No. of -ve Changes between ICRR and PPAR2		Total Net Change between ICRR and PPAR	
						#	%	#	%	#	%
						IBRD	2,221	562	25	113	147
IDA	2,116	514	24	102	162	76	15	-16	-3	60	12
Other	154	18	12	4	8	5	28	-1	-6	4	22
<b>Bank</b>	<b>4,491</b>	<b>1,094</b>	<b>24</b>	<b>219</b>	<b>317</b>	<b>137</b>	<b>13</b>	<b>-39</b>	<b>-4</b>	<b>98</b>	<b>9</b>

<sup>1</sup> No. of Positive changes between ICRR and corresponding PPAR, i.e., ICRR rated "S" and PPAR rated "U."

<sup>2</sup> No. of Negative changes between ICRR and corresponding PPAR, i.e., ICRR rated "U" and PPAR rated "S."



**TABLE 3.23: NET CHANGES IN OUTCOME RATINGS BETWEEN ICRR AND PPAR BY ELAPSED TIME BETWEEN ICRR AND PPAR (FY90-07)**

<b>Elapsed Time between ICRR and corresponding PPAR</b>	<b>No. of IEG Evaluations</b>	<b>No. of Net Changes</b>	<b>% Net Change</b>
<=2 Year <sup>a</sup>	576	37	6.4
>2 & <= 5 Years	392	47	12.0
>5 Years	80	10	12.5
<b>Total</b>	<b>1,048</b>	<b>94</b>	<b>9.0</b>

<sup>a/</sup> About 45 projects with PPAR evaluation date less than their corresponding ICRR evaluation date in the system have been eliminated from the above analysis.

TABLE 3.24: NET CHANGE IN OUTCOME RATINGS BETWEEN ICRR AND PPAR BY ICRR QUALITY

Exit FY	ICR Quality in ICRR	No. of PPARs with corresponding ICRR		Unsat. ICRR Outcome		Unsat. PPAR Outcome		Net Change	
		#	%	#	%	#	%	#	%
<b>FY90 - FY95</b>									
	Satisfactory or Better	294	62	57	19	75	26	18	6
	Unsatisfactory or Worse	44	9	13	30	21	48	8	18
	Not Rated	133	28	30	23	48	36	18	14
	<b>Sub Total</b>	<b>471</b>	<b>100</b>	<b>100</b>	<b>21</b>	<b>144</b>	<b>31</b>	<b>44</b>	<b>9</b>
<b>FY96 - FY00</b>									
	Satisfactory or Better	298	78	52	17	81	27	29	10
	Unsatisfactory or Worse	28	7	7	25	11	39	4	14
	Not Rated	55	14	15	27	16	29	1	2
	<b>Sub Total</b>	<b>381</b>	<b>100</b>	<b>74</b>	<b>19</b>	<b>108</b>	<b>28</b>	<b>34</b>	<b>9</b>
<b>FY01 - FY07</b>									
	Satisfactory or Better	216	89	39	18	57	26	18	8
	Unsatisfactory or Worse	23	10	6	26	8	35	2	9
	Not Rated	3	1	0	0	0	0	0	0
	<b>Sub Total</b>	<b>242</b>	<b>100</b>	<b>45</b>	<b>19</b>	<b>65</b>	<b>27</b>	<b>20</b>	<b>8</b>
<b>FY90 - FY07</b>									
	Satisfactory or Better	808	74	148	18	213	26	65	8
	Unsatisfactory or Worse	95	9	26	27	40	42	14	15
	Not Rated	191	17	45	24	64	34	19	10
	<b>Total</b>	<b>1,094</b>	<b>100</b>	<b>219</b>	<b>20</b>	<b>317</b>	<b>29</b>	<b>98</b>	<b>9</b>

**TABLE 3.25: PORTFOLIO RISK FACTORS  
(As a Percentage of the Active Portfolio)**

<b>Risk Factor</b>	<b>FY07</b>	<b>FY08</b>
Country Environment*	20	24
Country Record*	30	30
Counterpart Funds	4	3
Effectiveness Delay*	10	10
Financial Management	7	8
Legal Covenants	7	7
Long Term Risk*	4	4
Project Management*	7	7
Monitoring & Evaluation*	7	7
Procurement Problems	8	7
Safeguards	3	1
Slow Disbursing*	10	10
Golden Flag	0	0

\* Risk-flags applicable to Development Policy operations as well.

**TABLE 3.26: PORTFOLIO RISK FACTORS BY REGION  
(As a Percentage of the Active Portfolio)**

Portfolio Risk Factors	FY07								FY08							
	AFR	EAP	ECA	LCR	MNA	OTH	SAR	Total	AFR	EAP	ECA	LCR	MNA	OTH	SAR	Total
Country Environment*	31	16	9	19	26	0	20	<b>20</b>	36	18	10	17	36	0	28	<b>24</b>
Country Record*	59	5	13	26	41	0	26	<b>30</b>	60	5	12	30	39	0	12	<b>30</b>
Counterpart Funds	7	4	0	3	4	0	2	<b>4</b>	5	3	2	2	2	0	1	<b>3</b>
Effectiveness Delay*	9	8	9	15	9	0	4	<b>10</b>	11	9	9	14	11	0	3	<b>10</b>
Financial Management	6	6	5	8	10	0	11	<b>7</b>	5	8	6	7	10	0	17	<b>8</b>
Legal Covenants	6	13	4	6	3	0	11	<b>7</b>	7	12	4	4	4	0	12	<b>7</b>
Long Term Risk*	5	1	3	4	7	0	3	<b>4</b>	5	2	3	5	4	0	3	<b>4</b>
Project Management*	7	8	6	9	7	0	9	<b>7</b>	7	7	5	6	8	0	9	<b>7</b>
Monitoring & Evaluation*	9	6	5	6	9	0	8	<b>7</b>	7	9	5	8	6	0	7	<b>7</b>
Procurement Problems	9	9	4	8	6	0	10	<b>8</b>	6	10	5	7	9	0	11	<b>7</b>
Safeguards	3	1	0	1	5	0	7	<b>3</b>	2	1	1	0	2	0	2	<b>1</b>
Slow Disbursing*	8	9	7	14	10	0	12	<b>10</b>	8	10	6	15	13	0	14	<b>10</b>
Golden Flag	1	0	0	0	3	0	0	<b>0</b>	0	0	0	0	1	0	0	<b>0</b>

\* Risk-flags applicable to Development Policy operations as well.

**TABLE 3.27: DISBURSEMENT RATIO<sup>1</sup> BY REGION AND COUNTRY CATEGORY GROUPING  
(In Percent)**

<b>Region</b>	<b>FY03</b>	<b>FY07</b>	<b>FY08</b>
AFR	21	24	23
EAP	23	20	21
ECA	20	19	18
LCR	21	27	25
MNA	18	23	25
SAR	18	25	23
OTH	0	75	72
<b>Total</b>	<b>21</b>	<b>23</b>	<b>22</b>

<b>Country Category Grouping</b>	<b>FY03</b>	<b>FY07</b>	<b>FY08</b>
IBRD Investment Grade	20	25	25
China	25	24	24
IBRD Only (Others)	21	21	19
India	18	22	18
Blend	22	28	26
IDA Only	19	23	22
Licus	25	27	37
Multi-Country	22	12	8
<b>Total</b>	<b>21</b>	<b>23</b>	<b>22</b>

<sup>1</sup> Disbursement Ratio is the ratio between "IBRD/IDA Disbursements in the Fiscal Year" and "Opening Undisbursed Amount at the beginning of the Fiscal Year," and is restricted only to Investment projects.

**TABLE 3.28: CANCELLATIONS BY REGION/COUNTRY  
(US\$ Million, IBRD/IDA and SPF Only)**

<b>Region/Country</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
<b>AFR</b>					
Cote d'Ivoire	152	0	28	0	10
Kenya	61	10	0	53	0
Nigeria	0	0	41	0	0
<b>Sub Total</b>	<b>338</b>	<b>59</b>	<b>81</b>	<b>162</b>	<b>140</b>
<b>EAP</b>					
China	370	168	54	267	79
Indonesia	55	172	23	47	1
Vietnam	33	3	16	90	27
<b>Sub Total</b>	<b>525</b>	<b>409</b>	<b>152</b>	<b>415</b>	<b>132</b>
<b>ECA</b>					
Bosnia and Herzegovina	1	1	3	95	3
Poland	0	79	10	51	3
Russian Federation	180	15	45	1	10
Turkey	176	10	40	251	80
Ukraine	0	42	29	79	32
<b>Sub Total</b>	<b>485</b>	<b>272</b>	<b>193</b>	<b>494</b>	<b>162</b>
<b>LCR</b>					
Argentina	2	24	239	13	10
Brazil	288	173	112	-26	461
Colombia	85	2	19	104	0
Ecuador	0	9	6	0	131
El Salvador	2	1	1	106	102
Mexico	122	596	1	0	5
Uruguay	0	76	0	62	13
<b>Sub Total</b>	<b>549</b>	<b>941</b>	<b>453</b>	<b>329</b>	<b>797</b>
<b>MNA</b>					
Algeria	79	44	179	12	12
Tunisia	67	32	12	3	0
<b>Sub Total</b>	<b>246</b>	<b>172</b>	<b>242</b>	<b>42</b>	<b>31</b>
<b>SAR</b>					
Bangladesh	2	1	171	1	120
India	198	632	104	164	111
<b>Sub Total</b>	<b>233</b>	<b>650</b>	<b>283</b>	<b>172</b>	<b>260</b>
<b>Total</b>	<b>2,377</b>	<b>2,503</b>	<b>1,405</b>	<b>1,615</b>	<b>1,522</b>

**Note:**

The table shows individual countries with cancellations exceeding 2.5% of the Bank-wide total.

**TABLE 3.29: CANCELLATIONS BY NETWORK/SECTOR BOARD**  
(US\$ Million, IBRD/IDA and SPF Only)

<b>Network/Sector Board</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
<b>FPD</b>					
<b>FPD Total</b>	<b>336</b>	<b>87</b>	<b>58</b>	<b>56</b>	<b>574</b>
<b>HDN</b>					
Education	190	193	200	191	68
Health, Nutrition and Population	185	175	72	140	141
Social Protection	81	18	45	89	18
<b>HDN Total</b>	<b>456</b>	<b>387</b>	<b>317</b>	<b>420</b>	<b>227</b>
<b>PREM</b>					
Economic Policy	39	37	0	19	157
Public Sector Governance	154	75	253	52	52
<b>PREM Total</b>	<b>193</b>	<b>111</b>	<b>258</b>	<b>71</b>	<b>209</b>
<b>SDV</b>					
<b>ESSD</b>					
Environment	51	230	27	36	8
Agriculture and Rural Development	321	917	180	188	85
<b>ESSD Total</b>	<b>379</b>	<b>1,171</b>	<b>209</b>	<b>229</b>	<b>119</b>
<b>INF</b>					
Energy and Mining	307	216	87	174	69
Transport	270	189	277	158	202
Urban Development	243	229	124	312	13
Water Supply and Sanitation	157	112	65	188	110
<b>INF Total</b>	<b>1,014</b>	<b>746</b>	<b>563</b>	<b>839</b>	<b>394</b>
<b>SDN Total</b>	<b>1,393</b>	<b>1,917</b>	<b>771</b>	<b>1,068</b>	<b>513</b>
<b>Total</b>	<b>2,377</b>	<b>2,503</b>	<b>1,405</b>	<b>1,615</b>	<b>1,522</b>

**Note:**

The table shows individual Sector Boards with cancellations exceeding 2.5% of the Bank-wide total.

**TABLE 3.30: QUALITY ASSESSMENT OF LENDING PORTFOLIO BY REGION**  
(% Moderately Satisfactory or Better )

<b>Region</b>	<b>Total Projects</b>	<b>DO</b>	<b>QD</b>	<b>QI</b>	<b>QBS</b>	<b>R1</b>	<b>R2</b>	<b>R3</b>	<b>R4</b>
AFR	28	64	64	54	68	79	75	89	61
EAP	20	80	80	60	80	85	75	75	85
ECA	20	70	80	50	95	100	80	100	90
LCR	15	87	80	80	87	87	86	87	73
MNA	23	78	78	65	87	87	91	96	87
SAR	29	79	76	69	86	90	86	97	86
<b>Bankwide</b>	<b>135</b>	<b>75</b>	<b>76</b>	<b>60</b>	<b>83</b>	<b>88</b>	<b>80</b>	<b>90</b>	<b>79</b>

DO = Likelihood of Achieving Dos  
QD = Quality of Design  
QI = Quality of Implementation  
QBS = Quality of Bank Supervision  
R1 = Development Effectiveness  
R2 = Fiduciary/Safeguard Aspects  
R3 = Supervision Inputs and Processes  
R4 = Candor and Realism of ISRs

**TABLE 3.31: QUALITY ASSESSMENT OF LENDING PORTFOLIO BY NETWORK**  
(% Moderately Satisfactory or Better )

<b>Network</b>	<b>Total Projects</b>	<b>DO</b>	<b>QD</b>	<b>QI</b>	<b>QBS</b>	<b>R1</b>	<b>R2</b>	<b>R3</b>	<b>R4</b>
FPD	13	79	100	79	100	100	75	100	83
HDN	30	52	52	36	68	77	76	85	64
PREM	11	54	54	39	64	68	84	78	79
SDN	81	84	82	68	88	93	82	92	83
<b>Bankwide</b>	<b>135</b>	<b>75</b>	<b>76</b>	<b>60</b>	<b>83</b>	<b>88</b>	<b>80</b>	<b>90</b>	<b>79</b>

DO = Likelihood of Achieving Dos  
QD = Quality of Design  
QI = Quality of Implementation  
QBS = Quality of Bank Supervision  
R1 = Development Effectiveness  
R2 = Fiduciary/Safeguard Aspects  
R3 = Supervision Inputs and Processes  
R4 = Candor and Realism of ISRs



**TABLE 3.32: QUALITY ASSESSMENT OF LENDING PORTFOLIO BY COUNTRY CATEGORY GROUPING  
(% Moderately Satisfactory or Better )**

Country Category Grouping	Total Projects	DO	QD	QI	QBS	R1	R2	R3	R4
IBRD IG	15	55	72	52	92	90	100	92	75
CHINA	7	100	86	86	100	100	100	100	86
IBRD Only (Others)	32	85	86	61	88	90	75	88	92
INDIA	10	80	70	50	80	90	80	100	80
BLEND	7	100	78	78	100	100	100	100	100
IDA Only	48	71	79	66	79	88	75	88	75
FRAGILE STATES	13	54	40	26	58	58	59	80	64
MULTI-COUNTRY	3	61	61	61	61	100	100	100	31
<b>Bankwide</b>	<b>135</b>	<b>75</b>	<b>76</b>	<b>60</b>	<b>83</b>	<b>88</b>	<b>80</b>	<b>90</b>	<b>79</b>

DO = Likelihood of Achieving Dos  
QD = Quality of Design  
QI = Quality of Implementation  
QBS = Quality of Bank Supervision  
R1 = Development Effectiveness  
R2 = Fiduciary/Safeguard Aspects  
R3 = Supervision Inputs and Processes  
R4 = Candor and Realism of ISRs

**TABLE 3.33: QUALITY ASSESSMENT OF LENDING PORTFOLIO BY SOURCE OF FUNDS  
(% Moderately Satisfactory or Better )**

Source of Funds	Total Projects	DO	QD	QI	QBS	R1	R2	R3	R4
GEF	10	90	79	80	79	79	89	79	68
IBRD	46	81	82	59	93	95	86	94	87
IDA	72	67	69	57	76	84	75	89	74
MONT	2	100	100	100	100	100	25	100	100
SPF	2	100	100	100	100	100	100	100	100
RETF	3	71	100	42	100	100	100	100	100
<b>Bankwide</b>	<b>135</b>	<b>75</b>	<b>76</b>	<b>60</b>	<b>83</b>	<b>88</b>	<b>80</b>	<b>90</b>	<b>79</b>

DO = Likelihood of Achieving Dos  
QD = Quality of Design  
QI = Quality of Implementation  
QBS = Quality of Bank Supervision  
R1 = Development Effectiveness  
R2 = Fiduciary/Safeguard Aspects  
R3 = Supervision Inputs and Processes  
R4 = Candor and Realism of ISRs

TABLE 4.1: AAA DELIVERIES AND COSTS BY REGION/COUNTRY

Region/Country	Deliveries (No.)					Initiation to Completion Costs (US\$ '000)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>AFR</b>										
Africa	68	45	57	52	42	15,327	22,741	16,223	32,055	14,480
Angola	4	2	7	2	2	1,431	408	680	263	88
Benin	3	6	2	1	5	510	1,024	81	62	1,081
Botswana	0	2	3	4	1	0	392	382	698	1
Burkina Faso	5	5	2	3	2	776	423	352	546	175
Burundi	6	2	4	3	6	555	143	492	161	1,375
Cameroon	4	2	5	2	4	539	180	910	171	404
Cape Verde	4	1	4	2	1	133	147	211	72	161
Central Africa	0	0	1	0	0	0	0	130	0	0
Central African Republic	0	1	0	4	3	0	549	0	503	394
Chad	3	3	4	1	1	297	483	514	163	3
Comoros	0	0	2	0	0	0	0	49	0	0
Congo, Democratic Republic of	6	6	1	2	5	912	799	358	243	1,289
Congo, Republic of	0	2	2	3	1	0	483	146	955	27
Cote d'Ivoire	2	2	1	2	4	479	66	169	1,872	720
Eastern Africa	0	0	2	0	1	0	0	359	0	305
Equatorial Guinea	0	0	0	1	0	0	0	0	116	0
Eritrea	2	0	1	1	0	154	0	28	295	0
Ethiopia	12	14	12	9	8	1,382	2,216	2,987	968	1,457
Gabon	0	0	2	2	0	0	0	488	205	0
Gambia, The	2	5	1	1	1	482	96	39	108	187
Ghana	7	9	7	2	4	955	1,061	745	858	1,570
Guinea	5	5	1	3	4	388	49	22	968	360
Guinea-Bissau	2	0	2	2	1	187	0	274	240	137
Kenya	9	8	9	8	11	1,894	841	1,786	970	2,044
Kenya, Uganda & Tanzania	0	0	0	0	1	0	0	0	0	96
Lesotho	5	2	2	2	2	870	248	452	395	422
Liberia	0	0	0	3	8	0	0	0	142	2,293
Madagascar	3	9	7	3	8	536	1,815	1,343	427	837
Malawi	8	6	3	8	5	829	763	893	1,371	798
Mali	8	6	4	3	6	392	550	352	672	986
Mauritania	3	4	4	3	2	461	301	763	293	767
Mauritius	3	1	4	4	1	169	0	1,048	582	59
Mozambique	1	12	4	10	5	205	1,809	649	1,092	228
Namibia	1	2	3	2	2	442	62	555	124	709
Niger	5	5	3	2	4	652	504	269	353	820
Nigeria	20	13	12	10	13	2,183	2,231	1,744	1,936	4,986
Rwanda	3	4	3	2	7	42	453	456	946	955
Sao Tome and Principe	1	1	1	1	0	29	25	174	358	0
Senegal	4	9	6	1	5	513	765	455	190	1,021
Seychelles	1	0	3	0	0	110	0	260	0	0
Sierra Leone	3	2	5	3	7	562	40	1,042	345	561
Somalia	1	1	3	4	2	173	548	189	1,871	1,162
South Africa	4	6	10	12	6	953	658	2,027	1,531	1,526
Southern Africa	0	0	1	1	3	0	0	0	83	436
Sudan	2	7	4	9	5	269	3,829	595	2,978	5,532
Swaziland	2	3	3	2	4	174	498	672	129	593
Tanzania	11	12	8	6	7	1,107	1,724	1,551	305	1,888
Togo	4	2	3	2	1	324	535	470	102	192
Uganda	10	13	4	6	6	1,166	1,492	324	2,984	446
Western Africa	0	0	2	0	4	0	0	422	0	752
Zambia	8	5	6	8	15	1,079	1,145	898	537	1,394
Zimbabwe	1	2	1	1	2	23	620	39	37	87
<b>Sub Total</b>	<b>256</b>	<b>247</b>	<b>241</b>	<b>218</b>	<b>238</b>	<b>39,666</b>	<b>52,714</b>	<b>45,065</b>	<b>62,279</b>	<b>55,804</b>

TABLE 4.1: AAA DELIVERIES AND COSTS BY REGION/COUNTRY

Region/Country	Deliveries (No.)					Initiation to Completion Costs (US\$ '000)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>EAP</b>										
Australia	0	0	1	0	0	0	0	43	0	0
Brunei Darussalam	0	0	0	0	1	0	0	0	0	252
Cambodia	7	10	5	12	11	1,047	1,843	694	1,043	1,257
China	33	32	36	28	26	4,272	5,265	6,716	12,103	5,921
East Asia and Pacific	16	15	8	15	14	3,236	4,210	3,981	7,155	2,423
Fiji	3	1	1	2	0	105	129	109	404	0
Indonesia	26	29	21	39	47	6,625	7,626	3,566	19,152	16,430
Korea, Republic of	1	0	0	0	0	78	0	0	0	0
Lao People's Democratic Republic	4	4	8	9	12	404	361	2,039	1,409	1,361
Malaysia	2	5	5	3	3	489	243	508	105	470
Mekong	0	1	2	4	3	0	162	907	346	859
Mongolia	5	5	12	4	7	867	270	1,558	1,087	801
Pacific Islands	1	1	7	1	2	61	251	1,689	635	93
Palau	1	0	0	1	0	64	0	0	50	0
Papua New Guinea	3	0	2	2	3	945	0	1,313	432	140
Philippines	9	20	8	11	6	1,346	3,336	2,743	2,103	579
Samoa	1	2	0	0	0	16	68	0	0	0
Singapore	1	0	0	0	0	118	0	0	0	0
Solomon Islands	1	2	2	4	0	440	134	89	1,356	0
Thailand	9	13	10	21	7	979	1,841	937	2,374	773
Timor-Leste	6	3	4	9	6	522	309	440	1,327	1,194
Tonga	0	1	1	0	0	0	95	369	0	0
Vanuatu	0	0	1	0	1	0	0	297	0	21
Vietnam	15	16	13	18	24	2,248	1,969	1,869	2,851	2,643
<b>Sub Total</b>	<b>144</b>	<b>160</b>	<b>147</b>	<b>183</b>	<b>173</b>	<b>23,862</b>	<b>28,113</b>	<b>29,867</b>	<b>53,932</b>	<b>35,221</b>
<b>ECA</b>										
Albania	2	7	4	9	3	395	706	472	1,549	294
Armenia	7	5	3	3	5	928	857	301	511	876
Austria	1	0	0	0	0	36	0	0	0	0
Azerbaijan	6	12	5	3	5	1,248	983	560	817	1,167
Belarus	2	4	1	2	2	298	678	86	207	80
Bosnia and Herzegovina	8	2	8	4	2	799	393	1,211	382	214
Bulgaria	9	4	2	8	8	708	361	653	961	1,268
Caucasus	3	1	0	3	2	74	32	0	338	618
Central Asia	3	7	1	1	3	302	761	33	165	334
Croatia	2	3	3	5	1	205	238	576	514	231
Cyprus	1	0	1	0	0	166	0	-1	0	0
Czech Republic	5	5	3	1	1	234	359	193	20	105
EU Accession Countries	2	2	13	10	12	127	129	1,923	1,842	1,713
Estonia	2	0	0	0	1	106	0	0	0	38
Europe and Central Asia	24	23	18	23	13	2,900	6,389	4,020	6,709	4,888
Georgia	6	3	5	5	5	429	560	702	625	635
Hungary	3	4	0	1	2	195	438	0	31	254
Italy	0	0	1	0	0	0	0	55	0	0
Kazakhstan	9	13	9	14	17	1,518	2,766	2,239	2,011	2,636
Kosovo	3	4	5	6	10	391	700	321	908	963
Kyrgyz Republic	8	2	5	8	9	996	488	877	1,238	890
Latvia	7	5	1	5	3	775	429	136	1,028	273
Lithuania	8	5	0	3	2	483	484	0	370	418
Macedonia, former Yugoslav Republic of	3	5	2	4	3	447	653	269	631	852
Moldova	9	3	7	5	6	1,160	784	897	977	828
Montenegro	0	0	2	4	1	0	0	228	428	31
Poland	7	8	7	2	1	1,172	573	1,230	150	124
Romania	7	9	1	5	5	1,215	509	537	596	503
Russian Federation	24	20	18	16	14	4,942	2,855	3,114	5,324	2,194
Serbia	9	7	12	4	4	1,337	839	1,405	766	264
Slovak Republic	4	5	2	4	2	111	806	100	427	198
Slovenia	5	1	0	1	0	339	45	0	43	0
South Eastern Europe and Balkans	6	3	3	6	7	1,385	180	153	1,490	2,127
Tajikistan	5	6	3	5	9	1,603	1,408	922	1,169	1,630
Turkey	8	9	7	11	11	838	1,889	1,432	3,690	2,088
Turkmenistan	0	0	0	1	2	0	0	0	19	47
Ukraine	7	4	10	9	14	1,284	681	1,706	1,278	4,710
Uzbekistan	4	2	0	8	5	833	229	0	1,580	624
<b>Sub Total</b>	<b>219</b>	<b>193</b>	<b>162</b>	<b>199</b>	<b>190</b>	<b>29,981</b>	<b>29,204</b>	<b>26,350</b>	<b>38,792</b>	<b>34,117</b>

TABLE 4.1: AAA DELIVERIES AND COSTS BY REGION/COUNTRY

Region/Country	Deliveries (No.)					Initiation to Completion Costs (US\$ '000)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>LCR</b>										
Andean Countries	2	1	3	0	0	94	109	137	0	0
Antigua and Barbuda	0	1	0	0	0	0	95	0	0	0
Argentina	6	2	4	8	5	265	724	1,677	1,509	1,192
Bahamas, The	0	0	0	0	1	0	0	0	0	1
Barbados	0	0	0	0	1	0	0	0	0	81
Bolivia	5	2	4	3	6	667	175	533	443	684
Brazil	13	17	11	17	13	1,453	2,323	7,414	3,706	2,458
Caribbean	2	1	1	3	2	89	338	172	675	375
Central America	1	7	2	0	1	305	2,778	476	0	161
Chile	7	3	4	1	8	1,379	181	1,041	135	458
Colombia	11	6	9	5	6	1,969	1,258	1,440	1,077	802
Costa Rica	2	2	4	0	4	89	148	750	0	555
Dominica	2	0	0	0	0	327	0	0	0	0
Dominican Republic	3	4	2	0	0	268	453	242	0	0
Ecuador	6	5	3	3	1	1,136	605	524	398	221
El Salvador	5	3	2	1	0	736	115	565	2	0
Grenada	1	0	0	0	0	25	0	0	0	0
Guatemala	1	3	4	1	2	235	495	542	23	451
Guyana	0	1	2	0	3	0	28	384	0	505
Haiti	0	1	3	2	7	0	359	310	678	811
Honduras	5	1	3	5	3	287	21	296	590	572
Jamaica	1	2	3	0	0	166	200	406	0	0
Latin America	12	21	22	13	11	2,411	2,852	3,853	4,272	2,254
Mexico	9	8	7	8	14	1,841	1,706	1,735	1,657	2,333
Nicaragua	4	1	0	3	1	323	10	0	783	112
OECS Countries	2	1	0	2	2	288	234	0	363	321
Panama	2	0	3	1	2	90	0	726	152	611
Paraguay	3	3	2	3	3	331	718	371	377	676
Peru	9	7	6	4	5	728	1,295	3,148	836	794
St. Lucia	0	1	0	0	0	0	56	0	0	0
St. Vincent and the Grenadines	0	1	0	0	0	0	144	0	0	0
Trinidad and Tobago	0	1	0	0	0	0	307	0	0	0
Uruguay	3	3	4	4	4	301	983	805	522	643
Venezuela, Republica Bolivariana de	2	1	1	1	0	190	341	21	295	0
<b>Sub Total</b>	<b>119</b>	<b>110</b>	<b>109</b>	<b>88</b>	<b>105</b>	<b>15,996</b>	<b>19,051</b>	<b>27,569</b>	<b>18,493</b>	<b>17,071</b>
<b>MNA</b>										
Algeria	5	8	4	5	8	486	668	441	1,009	1,890
Bahrain	1	3	2	3	2	402	526	132	264	843
Djibouti	4	3	2	0	2	384	290	548	0	120
Egypt, Arab Republic of	8	9	10	16	18	665	1,403	2,810	2,578	2,793
Iran, Islamic Republic of	12	7	5	5	4	1,435	946	1,231	945	555
Iraq	14	26	5	8	11	1,840	4,053	772	856	3,420
Jordan	11	4	4	9	8	1,564	857	255	944	675
Kuwait	8	2	5	5	9	1,307	159	1,038	516	1,673
Lebanon	6	4	4	5	2	692	406	525	336	70
Libya	0	1	0	0	1	0	331	0	0	300
Malta	0	0	1	0	0	0	0	113	0	0
Middle East and North Africa	11	13	15	5	15	3,138	2,382	4,671	2,454	2,028
Morocco	9	12	11	16	16	1,235	1,709	2,078	2,731	2,469
Oman	1	2	2	1	0	117	214	161	65	0
Qatar	0	1	3	3	0	0	396	237	610	0
Saudi Arabia	13	18	16	23	17	2,074	3,462	1,543	2,963	2,003
Syrian Arab Republic	4	3	1	1	6	166	614	134	324	714
Tunisia	7	5	7	6	6	604	759	1,594	826	816
United Arab Emirates	3	2	0	1	2	133	1,125	0	130	156
West Bank and Gaza	7	6	7	6	6	396	1,332	1,315	1,671	391
Yemen, Republic of	10	13	10	9	7	1,090	1,050	1,695	1,437	789
<b>Sub Total</b>	<b>134</b>	<b>142</b>	<b>114</b>	<b>127</b>	<b>140</b>	<b>17,727</b>	<b>22,683</b>	<b>21,293</b>	<b>20,656</b>	<b>21,707</b>

TABLE 4.1: AAA DELIVERIES AND COSTS BY REGION/COUNTRY

Region/Country	Deliveries (No.)					Initiation to Completion Costs (US\$ '000)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>SAR</b>										
Afghanistan	12	10	9	10	6	1,779	3,444	1,297	1,050	1,675
Bangladesh	7	15	7	15	14	896	1,941	1,956	2,947	2,597
Bhutan	2	3	4	6	3	123	294	222	216	249
India	35	39	38	28	32	8,478	8,341	10,902	7,322	8,713
Maldives	1	4	4	3	1	17	206	552	342	228
Nepal	6	9	3	8	4	1,145	1,032	597	1,484	82
Pakistan	12	10	12	11	7	1,909	1,915	3,232	2,782	999
South Asia	7	12	9	13	9	930	979	1,183	2,589	3,114
Sri Lanka	10	6	10	5	8	1,222	593	2,109	1,023	885
<b>Sub Total</b>	<b>92</b>	<b>108</b>	<b>96</b>	<b>99</b>	<b>84</b>	<b>16,499</b>	<b>18,744</b>	<b>22,051</b>	<b>19,755</b>	<b>18,541</b>
<b>OTH</b>										
Asia	0	0	1	0	2	0	0	22	0	217
Europe	0	0	0	0	1	0	0	0	0	91
United States	0	0	0	0	1	0	0	0	0	39
World	73	85	38	47	68	10,217	14,265	6,208	8,822	13,883
<b>Sub Total</b>	<b>73</b>	<b>85</b>	<b>39</b>	<b>47</b>	<b>72</b>	<b>10,217</b>	<b>14,265</b>	<b>6,230</b>	<b>8,822</b>	<b>14,229</b>
<b>Total</b>	<b>1,037</b>	<b>1,045</b>	<b>908</b>	<b>961</b>	<b>1,002</b>	<b>153,948</b>	<b>184,773</b>	<b>178,425</b>	<b>222,730</b>	<b>196,691</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
2. The Deliveries (No.) and the Initiation to Completion Costs (US\$ '000) includes supplemental deliveries.
3. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.
4. Initiation to Completion Costs include post-delivery costs.

TABLE 4.2: AAA DELIVERIES AND COSTS BY NETWORK/SECTOR BOARD

Network/Sector Board	Deliveries (No.)					Initiation to Completion Costs (US\$ '000)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>ACS</b>										
Administrative and Client Support	1	0	1	0	0	83	0	2,416	0	0
<b>Sub Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>83</b>	<b>0</b>	<b>2,416</b>	<b>0</b>	<b>0</b>
<b>FSE</b>										
Financial Sector	261	214	187	148	227	35,775	37,171	27,486	25,240	38,240
<b>Sub Total</b>	<b>261</b>	<b>214</b>	<b>187</b>	<b>148</b>	<b>227</b>	<b>35,775</b>	<b>37,171</b>	<b>27,486</b>	<b>25,240</b>	<b>38,240</b>
<b>HDN</b>										
Education	52	48	47	43	47	9,224	8,667	9,136	10,278	10,269
Health, Nutrition and Population	45	66	38	41	49	5,904	10,271	9,917	12,263	9,519
Social Protection	48	55	47	53	54	5,773	6,228	9,493	12,399	9,315
<b>Sub Total</b>	<b>145</b>	<b>169</b>	<b>132</b>	<b>137</b>	<b>150</b>	<b>20,901</b>	<b>25,166</b>	<b>28,547</b>	<b>34,940</b>	<b>29,103</b>
<b>ISN</b>										
Professional Development										
<b>Sub Total</b>										
<b>OPCS</b>										
Financial Management	47	36	40	31	37	4,139	4,437	3,666	3,516	4,862
Operational Services	8	4	2	4	2	685	583	150	505	344
Procurement	30	19	8	16	18	2,856	1,801	458	1,122	1,366
<b>Sub Total</b>	<b>85</b>	<b>59</b>	<b>50</b>	<b>51</b>	<b>57</b>	<b>7,680</b>	<b>6,821</b>	<b>4,274</b>	<b>5,143</b>	<b>6,571</b>
<b>PREM</b>										
Economic Policy	121	119	135	139	122	18,446	28,367	24,680	30,489	26,266
Gender and Development	18	15	10	7	8	1,661	1,315	1,012	1,083	639
Poverty Reduction	50	53	55	49	39	11,601	7,811	14,233	19,039	16,158
Public Sector Governance	57	72	67	75	73	11,191	12,671	11,868	18,535	17,211
<b>Sub Total</b>	<b>246</b>	<b>259</b>	<b>267</b>	<b>270</b>	<b>242</b>	<b>42,900</b>	<b>50,165</b>	<b>51,793</b>	<b>69,146</b>	<b>60,274</b>
<b>RMN</b>										
Resource Management	2	0	0	1	0	203	0	0	126	0
<b>Sub Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>203</b>	<b>0</b>	<b>0</b>	<b>126</b>	<b>0</b>
<b>SDN</b>										
<b>ESSD</b>										
Environment	47	69	37	55	52	6,377	13,003	9,650	12,003	12,528
Agriculture and Rural Development	64	77	70	69	53	9,064	15,984	19,435	13,284	9,613
Social Development	34	43	31	53	39	8,277	8,372	4,665	21,675	17,231
<b>Sub Total</b>	<b>145</b>	<b>189</b>	<b>138</b>	<b>177</b>	<b>144</b>	<b>23,718</b>	<b>37,359</b>	<b>33,750</b>	<b>46,961</b>	<b>39,372</b>
<b>INF</b>										
Energy and Mining	48	27	36	64	62	9,752	4,897	7,215	9,123	8,561
Global Information/ Communications Technology	19	11	13	22	33	1,672	890	2,641	2,146	2,321
Transport	24	33	21	29	41	3,239	4,248	2,626	17,822	4,270
Urban Development	34	44	41	48	30	5,286	9,145	13,336	9,237	5,576
Water Supply and Sanitation	16	32	19	14	15	1,536	7,238	3,868	2,845	2,202
<b>Sub Total</b>	<b>141</b>	<b>147</b>	<b>130</b>	<b>177</b>	<b>181</b>	<b>21,485</b>	<b>26,418</b>	<b>29,687</b>	<b>41,173</b>	<b>22,930</b>
<b>Sub Total</b>	<b>286</b>	<b>336</b>	<b>268</b>	<b>354</b>	<b>325</b>	<b>45,203</b>	<b>63,777</b>	<b>63,437</b>	<b>88,134</b>	<b>62,303</b>
<b>ZZZ</b>										
Sector Board not Applicable	11	8	3	0	1	1,203	1,675	471	0	200
<b>Sub Total</b>	<b>11</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1,203</b>	<b>1,675</b>	<b>471</b>	<b>0</b>	<b>200</b>
<b>Total</b>	<b>1,037</b>	<b>1,045</b>	<b>908</b>	<b>961</b>	<b>1,002</b>	<b>153,948</b>	<b>184,773</b>	<b>178,425</b>	<b>222,730</b>	<b>196,691</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
2. The Deliveries (No.) and the Initiation to Completion Costs (US\$ '000) includes supplemental deliveries.
3. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.
4. Initiation to Completion Costs include post-delivery costs.

**TABLE 4.3: AAA DELIVERIES AND COSTS BY COUNTRY CATEGORY GROUPING**

Country Category Grouping	Deliveries (No.)					Initiation to Completion Costs (US\$ '000)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
IBRD Investment Grade	171	170	130	168	147	23,343	21,765	32,061	27,773	22,977
China	33	32	36	28	26	4,272	5,265	6,716	12,103	5,921
IBRD Only (Others)	202	208	179	209	208	29,015	37,906	30,180	45,630	44,718
India	35	39	38	28	32	8,478	8,341	10,902	7,322	8,713
Blend	47	36	37	29	30	6,331	5,082	6,540	5,559	4,574
IDA Only	221	232	190	185	219	28,216	29,853	31,155	31,294	35,252
Fragile States	95	89	92	115	122	13,408	17,767	14,309	23,057	22,968
Multi-Country	233	239	206	199	218	40,886	58,794	46,562	69,992	51,569
Global AAA	73	85	38	47	68	10,217	14,265	6,208	8,822	13,883
Regional AAA	160	154	168	152	150	30,668	44,529	40,354	61,170	37,686
<b>Total</b>	<b>1,037</b>	<b>1,045</b>	<b>908</b>	<b>961</b>	<b>1,002</b>	<b>153,948</b>	<b>184,773</b>	<b>178,425</b>	<b>222,730</b>	<b>196,691</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
2. The Deliveries (No.) and the Initiation to Completion Costs (US\$ '000) includes supplemental deliveries.
3. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.
4. Initiation to Completion Costs include post-delivery costs.

Table 4.4: AAA DELIVERIES (NO. OF TASKS) BY REGION AND NETWORK/SECTOR BOARD, FY04-08

Region	ACS	FPD	HDN			OPCS			PREM				RMN	ESSD			INF					SDN	Other	Total
	ACS	FPD	ED	HE	SP	FM	OPE	PR	EP	GE	PO	PS	RM	ENV	ARD	SDV	EMT	GIC	TR	UD	WS		ZZZ	
AFR	1	233	79	73	33	42	8	27	169	23	71	93	0	51	91	37	43	26	22	39	33	342	6	1,200
EAP	1	114	42	28	30	13	7	8	124	10	33	48	1	75	66	80	54	9	20	38	5	347	1	807
ECA	0	229	34	53	70	51	1	16	124	5	58	54	0	32	55	32	52	7	39	35	11	263	5	963
LCR	0	125	23	11	28	37	1	16	79	3	36	48	1	19	17	17	20	5	10	18	13	119	4	531
MNA	0	120	31	43	48	22	3	10	61	14	23	62	1	30	29	9	35	36	25	30	22	216	3	657
SAR	0	96	21	16	23	26	0	13	69	3	21	37	0	33	43	7	18	6	16	24	4	151	3	479
OTH	0	120	7	15	25	0	0	1	10	0	4	2	0	20	32	18	15	9	16	13	8	131	1	316
<b>Total</b>	<b>2</b>	<b>1,037</b>	<b>237</b>	<b>239</b>	<b>257</b>	<b>191</b>	<b>20</b>	<b>91</b>	<b>636</b>	<b>58</b>	<b>246</b>	<b>344</b>	<b>3</b>	<b>260</b>	<b>333</b>	<b>200</b>	<b>237</b>	<b>98</b>	<b>148</b>	<b>197</b>	<b>96</b>	<b>1,569</b>	<b>23</b>	<b>4,953</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
2. The No. of Tasks includes supplemental deliveries.
3. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.

<b>ENV</b>	Environment	<b>PD</b>	Professional Development
<b>RDV</b>	Rural Sector	<b>FM</b>	Financial Management
<b>SDV</b>	Social Development	<b>OPE</b>	Operational Services
<b>FSP</b>	Financial Sector	<b>PR</b>	Procurement
<b>ED</b>	Education	<b>EP</b>	Economic Policy
<b>HE</b>	Health, Nutrition and Popul	<b>GE</b>	Gender and Development
<b>SP</b>	Social Protection	<b>PO</b>	Poverty Reduction
<b>EMT</b>	Energy and Mining	<b>PS</b>	Public Sector Governance
<b>GIC</b>	Global Information/Commu	<b>PSD</b>	Private Sector Development
<b>TR</b>	Transport	<b>PFG</b>	Project Finance and Guarantees
<b>UD</b>	Urban Development	<b>ZZZ</b>	Sector Board not Applicable
<b>WS</b>	Water Supply and Sanitation		



Table 4.5: AAA DELIVERIES (US\$ '000) BY REGION AND NETWORK/SECTOR BOARD, FY04-08

Region	ACS		FPD			HDN			OPCS			PREM				RMN	ESSD		
	ACS	FPD	ED	HE	SP	FM	OPE	PR	EP	GE	PO	PS	RM	ENV	ARD	SDV			
<b>AFR</b>	2,416	43,975	18,028	12,879	7,065	4,975	691	2,252	38,393	1,422	24,269	21,311	0	9,232	15,457	8,814			
<b>EAP</b>	83	21,429	8,740	8,962	3,090	1,153	868	448	21,193	852	11,106	10,608	126	17,292	11,682	29,851			
<b>ECA</b>	0	32,150	4,434	6,059	8,947	5,740	83	1,460	28,833	565	12,759	12,005	0	7,179	9,959	12,656			
<b>LCR</b>	0	14,742	4,095	2,118	7,551	4,038	173	1,590	13,975	210	9,506	8,536	203	3,753	6,329	3,763			
<b>MNA</b>	0	17,805	5,899	5,575	7,364	2,770	450	1,064	9,448	1,786	5,698	11,641	0	3,269	6,852	1,336			
<b>SAR</b>	0	14,235	4,511	3,683	7,408	1,943	0	730	12,961	875	5,101	7,317	0	9,784	11,183	1,853			
<b>OTH</b>	0	19,575	1,867	8,600	1,783	0	0	59	3,447	0	403	57	0	3,053	5,917	1,947			
<b>Total</b>	<b>2,499</b>	<b>163,912</b>	<b>47,575</b>	<b>47,874</b>	<b>43,208</b>	<b>20,620</b>	<b>2,266</b>	<b>7,604</b>	<b>128,249</b>	<b>5,710</b>	<b>68,842</b>	<b>71,476</b>	<b>329</b>	<b>53,562</b>	<b>67,379</b>	<b>60,220</b>			

Region	INF					SDN	Other	Total
	EMT	GIC	TR	UD	WS	ZZZ		
<b>AFR</b>	10,405	1,852	15,301	10,376	5,750	77,185	666	255,529
<b>EAP</b>	7,785	1,626	2,185	10,302	1,413	82,136	200	170,995
<b>ECA</b>	6,205	693	3,922	3,149	913	44,674	734	158,443
<b>LCR</b>	3,572	440	1,633	9,576	1,935	31,001	443	98,180
<b>MNA</b>	5,207	3,028	4,904	4,020	5,426	34,044	521	104,065
<b>SAR</b>	4,486	562	2,722	4,284	966	35,840	986	95,591
<b>OTH</b>	1,889	1,470	1,539	874	1,286	17,974	0	53,764
<b>Total</b>	<b>39,549</b>	<b>9,671</b>	<b>32,205</b>	<b>42,581</b>	<b>17,688</b>	<b>322,854</b>	<b>3,549</b>	<b>936,567</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
2. The Initiation to Completion Costs (US\$ '000) includes supplemental deliveries.
3. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.
4. AAA Deliveries (US\$ '000) includes post-delivery costs.

<b>ED</b>	Education	<b>PFG</b>	Project Finance and Guarantees
<b>EP</b>	Economic Policy	<b>PO</b>	Poverty Reduction
<b>EMT</b>	Energy and Mining	<b>PR</b>	Procurement
<b>ENV</b>	Environment	<b>PS</b>	Public Sector Governance
<b>FM</b>	Financial Management	<b>PSD</b>	Private Sector Development
<b>FSP</b>	Financial Sector	<b>RDV</b>	Rural Sector
<b>GE</b>	Gender and Development	<b>SDV</b>	Social Development
<b>GIC</b>	Global Information/Communications Technology	<b>SP</b>	Social Protection
<b>HE</b>	Health, Nutrition and Population	<b>TR</b>	Transport
<b>OPE</b>	Operational Services	<b>UD</b>	Urban Development
<b>PD</b>	Professional Development	<b>WS</b>	Water Supply and Sanitation
		<b>ZZZ</b>	Sector Board not Applicable

TABLE 4.6: AAA CONCENTRATION: TOP TEN COUNTRIES BY NUMBER OF DELIVERIES, FY04-08

Region	Country	Deliveries (No.)	Initiation to Completion Costs (US\$ '000)		
			BB	TF	Total
SAR	India	172	29,513	14,243	43,756
EAP	Indonesia	162	13,979	39,420	53,399
EAP	China	155	19,606	14,671	34,277
ECA	Russian Federation	92	14,224	4,206	18,430
MNA	Saudi Arabia	87	12,045	0	12,045
EAP	Vietnam	86	6,840	4,740	11,580
LCR	Brazil	71	10,940	6,414	17,354
AFR	Nigeria	68	7,960	5,120	13,079
MNA	Iraq	64	5,773	5,167	10,939
MNA	Morocco	64	9,277	945	10,222
<b>Sub Total</b>		<b>1,021</b>	<b>130,158</b>	<b>94,924</b>	<b>225,082</b>
<b>Total</b>		<b>4,953</b>	<b>636,332</b>	<b>300,234</b>	<b>936,567</b>
<b>% of Total</b>		<b>21%</b>	<b>20%</b>	<b>32%</b>	<b>24%</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
  2. The Deliveries (No.) and the Initiation to Completion Costs (US\$ '000) includes supplemental deliveries.
  3. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.
  4. Initiation to Completion Costs includes post-delivery costs.
- \* Expenditures from the BB budget are reimbursed by governments of Saudi Arabia under the reimbursable technical assistance program.

TABLE 4.7: AAA CONCENTRATION: TOP TEN COUNTRIES BY COST OF DELIVERIES, FY04-08

Region	Country	Deliveries (No.)	Initiation to Completion Costs (US\$ '000)		
			BB	TF	Total
EAP	Indonesia	162	13,979	39,420	53,399
SAR	India	172	29,513	14,243	43,756
EAP	China	155	19,606	14,671	34,277
ECA	Russian Federation	92	14,224	4,206	18,430
LCR	Brazil	71	10,940	6,414	17,354
AFR	Sudan	27	5,820	7,382	13,202
AFR	Nigeria	68	7,960	5,120	13,079
MNA	Saudi Arabia	87	12,045	0	12,045
EAP	Vietnam	86	6,840	4,740	11,580
ECA	Kazakhstan	62	10,164	1,007	11,171
<b>Sub Total</b>		<b>982</b>	<b>131,093</b>	<b>97,202</b>	<b>228,294</b>
<b>Total</b>		<b>4,953</b>	<b>636,332</b>	<b>300,234</b>	<b>936,567</b>
<b>% of Total</b>		<b>20%</b>	<b>21%</b>	<b>32%</b>	<b>24%</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
  2. The Deliveries (No.) and the Initiation to Completion Costs (US\$ '000) includes supplemental deliveries.
  3. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.
  4. Initiation to Completion Costs includes post-delivery costs.
- \* Expenditures from the BB budget are reimbursed by governments of Saudi Arabia under the reimbursable technical assistance program.

TABLE 4.8: AAA DELIVERIES AND COSTS BY OUTPUT TYPE

Reports	Deliveries (No.)					Initiation to Completion Costs (US\$ '000)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>ESW Reports</b>	<b>487</b>	<b>501</b>	<b>472</b>	<b>411</b>	<b>369</b>	<b>82,815</b>	<b>97,525</b>	<b>103,665</b>	<b>107,744</b>	<b>84,712</b>
<b>Core Diagnostic Reports</b>	<b>122</b>	<b>90</b>	<b>81</b>	<b>68</b>	<b>50</b>	<b>24,652</b>	<b>22,167</b>	<b>21,655</b>	<b>26,601</b>	<b>13,314</b>
PA	19	19	21	15	6	6,893	4,379	7,146	7,178	1,821
CEM/DPR	26	23	23	10	12	6,654	10,018	7,176	5,413	5,466
PER	29	22	19	25	18	5,967	5,199	3,557	10,365	4,208
CFAA	23	10	8	2	3	2,488	766	496	328	306
CPAR	24	14	1	2	5	2,211	1,419	84	240	678
PFP	1	2	9	14	6	439	386	3,197	3,076	835
<b>Other Diagnostic Reports</b>	<b>123</b>	<b>140</b>	<b>123</b>	<b>94</b>	<b>104</b>	<b>18,738</b>	<b>22,300</b>	<b>25,826</b>	<b>19,873</b>	<b>21,547</b>
FSAP	20	14	18	14	24	4,635	3,201	4,446	3,669	5,191
Other	103	126	105	80	80	14,102	19,099	21,381	16,203	16,356
<b>Advisory Reports</b>	<b>242</b>	<b>271</b>	<b>268</b>	<b>249</b>	<b>215</b>	<b>39,426</b>	<b>53,058</b>	<b>56,184</b>	<b>61,270</b>	<b>49,852</b>
<b>ESW Policy Notes/Other Products</b>	<b>247</b>	<b>193</b>	<b>129</b>	<b>120</b>	<b>120</b>	<b>27,491</b>	<b>35,679</b>	<b>20,370</b>	<b>18,019</b>	<b>16,054</b>
Policy Note	152	193	129	120	120	15,548	35,679	20,370	18,019	16,054
Conference/Workshop	37					6,110				
Consultations/Country Dialogue	58					5,833				
<b>All ESW Products</b>	<b>734</b>	<b>694</b>	<b>601</b>	<b>531</b>	<b>489</b>	<b>110,306</b>	<b>133,204</b>	<b>124,036</b>	<b>125,763</b>	<b>100,766</b>
<b>TA Output Types</b>										
Client Document Review	22	21	21	33	44	2,999	2,955	2,282	7,466	3,520
Institutional Development Plan	92	90	70	84	89	16,829	13,877	17,920	17,665	17,275
Knowledge-Sharing Forum	102	132	77	97	84	13,610	21,153	15,526	18,563	15,079
Model/Survey	13	13	11	13	14	1,565	1,702	2,137	3,367	9,689
"How-To" Guidance	74	95	128	203	282	8,640	11,883	16,524	49,906	50,360
<b>All TA Products</b>	<b>303</b>	<b>351</b>	<b>307</b>	<b>430</b>	<b>513</b>	<b>43,642</b>	<b>51,569</b>	<b>54,389</b>	<b>96,967</b>	<b>95,925</b>
<b>All AAA Products</b>	<b>1,037</b>	<b>1,045</b>	<b>908</b>	<b>961</b>	<b>1,002</b>	<b>153,948</b>	<b>184,773</b>	<b>178,425</b>	<b>222,730</b>	<b>196,691</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
2. The Deliveries (No.) and the Initiation to Completion Costs (US\$ '000) includes supplemental deliveries.
3. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.
4. Initiation to Completion Costs includes post-delivery costs.

TABLE 4.9: ESW DELIVERIES AND COSTS BY REPORT TYPE

Report Type	Deliveries (No.)					Initiation to Completion Costs (US\$ '000)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>Core Diagnostic Reports</b>										
AFR	44	30	27	22	20	7,303	9,100	6,786	9,725	6,270
EAP	8	7	7	9	5	1,607	1,002	2,137	6,673	774
ECA	25	17	14	21	10	8,835	4,624	4,057	5,595	2,619
LCR	29	25	19	8	7	4,121	5,252	5,087	2,104	1,668
MNA	14	8	9	5	4	2,228	1,773	1,359	2,150	1,152
SAR	2	3	5	3	4	557	417	2,229	353	830
MULTI	0					0				
<b>Total Core Diagnostic Reports</b>	<b>122</b>	<b>90</b>	<b>81</b>	<b>68</b>	<b>50</b>	<b>24,652</b>	<b>22,167</b>	<b>21,655</b>	<b>26,601</b>	<b>13,314</b>
<b>Other Diagnostic Reports</b>										
AFR	31	43	37	29	37	3,851	5,566	8,033	4,656	7,218
EAP	9	17	12	15	10	2,669	3,988	3,069	5,120	2,128
ECA	36	31	20	15	21	4,627	4,323	3,365	4,113	4,621
LCR	21	25	30	15	19	2,053	3,317	6,090	2,355	3,628
MNA	16	7	8	11	9	2,796	1,695	2,220	2,509	2,003
SAR	10	14	9	3	4	2,743	3,150	2,731	413	1,399
MULTI	0	3	7	6	4	0	261	319	706	550
<b>Total Other Diagnostic Reports</b>	<b>123</b>	<b>140</b>	<b>123</b>	<b>94</b>	<b>104</b>	<b>18,738</b>	<b>22,300</b>	<b>25,826</b>	<b>19,873</b>	<b>21,547</b>
<b>Advisory Reports</b>										
AFR	55	56	70	49	55	5,997	8,305	12,897	11,067	13,926
EAP	33	24	49	42	22	8,355	5,502	12,198	13,469	5,791
ECA	46	46	42	47	28	4,888	8,700	7,312	9,391	4,770
LCR	34	36	34	36	32	6,245	8,556	7,905	8,522	5,933
MNA	16	19	16	15	14	2,928	3,180	4,422	4,151	2,061
SAR	24	24	29	34	21	5,749	7,115	7,593	9,810	6,976
MULTI	34	66	28	26	43	5,264	11,700	3,858	4,861	10,394
<b>Total Advisory Reports</b>	<b>242</b>	<b>271</b>	<b>268</b>	<b>249</b>	<b>215</b>	<b>39,426</b>	<b>53,058</b>	<b>56,184</b>	<b>61,270</b>	<b>49,852</b>
<b>All ESW Reports</b>										
AFR	130	129	134	100	112	17,152	22,971	27,716	25,448	27,415
EAP	50	48	68	66	37	12,631	10,492	17,403	25,262	8,693
ECA	107	94	76	83	59	18,349	17,647	14,734	19,100	12,010
LCR	84	86	83	59	58	12,419	17,126	19,082	12,981	11,229
MNA	46	34	33	31	27	7,951	6,647	8,000	8,809	5,216
SAR	36	41	43	40	29	9,049	10,682	12,552	10,576	9,206
MULTI	34	69	35	32	47	5,264	11,961	4,177	5,567	10,944
<b>Total All ESW Reports</b>	<b>487</b>	<b>501</b>	<b>472</b>	<b>411</b>	<b>369</b>	<b>82,815</b>	<b>97,525</b>	<b>103,665</b>	<b>107,744</b>	<b>84,712</b>

**Notes:**

1. The table includes ESW Reports only.
2. The Deliveries (No.) and the Initiation to Completion Costs (\$'000) includes supplemental deliveries.

TABLE 4.10: AAA SIZE VARIATIONS BY COST RANGE/MAJOR OUTPUT TYPE

Cost Range/Major Output Type	Deliveries (No.)					Average Unit Costs (US\$ '000)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>Cost Range (US\$ '000)</b>										
0-20	146	134	81	78	99	7	7	8	8	-3
20-50	181	178	134	123	162	34	34	35	35	35
50-100	235	214	177	192	189	73	75	72	74	72
100-200	234	238	227	251	257	145	143	145	142	143
200-300	112	130	122	129	128	246	245	249	249	247
300-400	59	67	75	73	68	343	346	349	347	348
400-500	31	30	28	36	31	450	449	451	459	433
>500	39	54	64	79	68	871	1,096	911	1,188	1,062
<b>ESW Output Type</b>										
<b>ESW Reports</b>	<b>487</b>	<b>501</b>	<b>472</b>	<b>411</b>	<b>369</b>	<b>170</b>	<b>195</b>	<b>220</b>	<b>262</b>	<b>230</b>
Core Diagnostic Reports	122	90	81	68	50	202	246	267	391	266
Other Diagnostic Reports	123	140	123	94	104	152	159	210	211	207
Advisory Reports	242	271	268	249	215	163	196	210	246	232
<b>ESW Policy Note/Other Products</b>	<b>247</b>	<b>193</b>	<b>129</b>	<b>120</b>	<b>120</b>					
Policy Note	152	193	129	120	120	102	185	158	150	134
Conference/Workshop	37	NA	NA	NA	NA	165	NA	NA	NA	NA
Consultations/Country Dialogue	58	NA	NA	NA	NA	101	NA	NA	NA	NA
<b>All ESW Products</b>	<b>734</b>	<b>694</b>	<b>601</b>	<b>531</b>	<b>489</b>	<b>150</b>	<b>192</b>	<b>206</b>	<b>237</b>	<b>206</b>
<b>TA Output Types</b>										
Client Document Review	22	21	21	33	44	136	141	109	226	80
Institutional Development Plan	92	90	70	84	89	183	154	256	210	194
Knowledge-Sharing Forum	102	132	77	97	84	133	160	202	191	180
Model/Survey	13	13	11	13	14	120	131	194	259	692
"How-To" Guidance	74	95	128	203	282	117	125	129	246	179
<b>All NLTA Products</b>	<b>303</b>	<b>351</b>	<b>307</b>	<b>430</b>	<b>513</b>	<b>144</b>	<b>147</b>	<b>177</b>	<b>226</b>	<b>187</b>
<b>All AAA Products</b>	<b>1,037</b>	<b>1,045</b>	<b>908</b>	<b>961</b>	<b>1,002</b>	<b>148</b>	<b>177</b>	<b>197</b>	<b>232</b>	<b>196</b>

**Notes:**

1. The table includes ESW Reports, Other ESW and TA products.
2. The Deliveries (No.) and the Average Unit Costs (US\$ '000) includes supplemental deliveries.
3. Effective July 1, 2004, "Consultations/Country Dialogue" and "Conference/Workshop" output types are no longer valid for the ESW product line.

TABLE 4.11: TIMELINESS OF AAA REPORTS BY REGION AND BY NETWORK/SECTOR

Region and Network/Sector	Deliveries (No.)					Average Preparation Time (Months) <sup>1</sup>					No. of AAA Products Aged over 2 Years Old at the Date of Delivery					No. of Slipped AAA Products					Average Slippage (Months) <sup>2</sup>				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>Region</b>																									
AFR	256	247	241	218	238	15	17	16	16	14	42	50	42	39	31	213	199	195	175	194	7.8	8.5	10.0	10.6	8.7
EAP	144	160	147	183	173	13	14	15	20	14	16	28	35	54	23	96	124	110	153	133	6.5	7.3	8.8	12.0	8.0
ECA	219	193	162	199	190	14	14	12	14	11	25	31	14	25	15	147	143	129	153	144	6.6	6.4	5.1	7.1	5.0
LCR	119	110	109	88	105	12	13	14	13	10	10	14	17	10	4	107	91	91	70	76	7.6	8.3	9.1	6.0	5.1
MNA	134	142	114	127	140	13	13	11	15	10	16	11	12	17	10	83	104	71	91	110	7.1	7.4	5.5	9.4	4.9
SAR	92	108	96	99	84	12	13	15	15	17	10	11	13	17	18	66	91	81	85	71	5.3	7.1	7.3	9.1	11.4
MULTI	73	85	39	47	72	13	12	10	18	17	8	8	2	12	16	42	56	34	33	62	4.5	5.3	4.3	10.5	5.4
<b>Total</b>	<b>1,037</b>	<b>1,045</b>	<b>908</b>	<b>961</b>	<b>1,002</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>16</b>	<b>13</b>	<b>127</b>	<b>153</b>	<b>135</b>	<b>174</b>	<b>117</b>	<b>754</b>	<b>808</b>	<b>711</b>	<b>760</b>	<b>790</b>	<b>6.8</b>	<b>7.4</b>	<b>7.7</b>	<b>9.4</b>	<b>7.0</b>
<b>Network/Sector</b>																									
<b>ACS</b>																									
Administrative and Client Support	1	0	1	0	0	10	NA	85	NA	NA	0	0	1	0	0	0	NA	1	NA	NA	0.0	NA	85.2	NA	NA
<b>Sub Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>NA</b>	<b>85</b>	<b>NA</b>	<b>NA</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>NA</b>	<b>1</b>	<b>NA</b>	<b>NA</b>	<b>0.0</b>	<b>NA</b>	<b>85.2</b>	<b>NA</b>	<b>NA</b>
<b>FPD</b>																									
Finance and Private Sector Development	261	214	187	148	227	13	12	11	12	10	35	18	15	17	12	177	153	141	106	173	6.6	5.7	5.8	7.5	5.1
<b>Sub Total</b>	<b>261</b>	<b>214</b>	<b>187</b>	<b>148</b>	<b>227</b>	<b>13</b>	<b>12</b>	<b>11</b>	<b>12</b>	<b>10</b>	<b>35</b>	<b>18</b>	<b>15</b>	<b>17</b>	<b>12</b>	<b>177</b>	<b>153</b>	<b>141</b>	<b>106</b>	<b>173</b>	<b>6.6</b>	<b>5.7</b>	<b>5.8</b>	<b>7.5</b>	<b>5.1</b>
<b>HDN</b>																									
Education	52	48	47	43	47	15	15	15	19	15	9	7	7	11	9	34	36	37	33	36	6.9	8.5	8.4	11.2	10.0
Health, Nutrition and Population	45	66	38	41	49	15	15	17	17	11	8	10	7	11	5	34	56	28	30	42	7.4	9.3	10.8	9.8	5.8
Social Protection	48	55	47	53	54	13	15	14	15	14	4	8	9	9	9	27	37	32	44	45	6.6	8.2	7.0	9.2	8.9
<b>Sub Total</b>	<b>145</b>	<b>169</b>	<b>132</b>	<b>137</b>	<b>150</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>17</b>	<b>13</b>	<b>21</b>	<b>25</b>	<b>23</b>	<b>31</b>	<b>23</b>	<b>95</b>	<b>129</b>	<b>97</b>	<b>107</b>	<b>123</b>	<b>7.0</b>	<b>8.7</b>	<b>8.6</b>	<b>10.0</b>	<b>8.2</b>
<b>OPCS</b>																									
Financial Management	47	36	40	31	37	11	8	9	9	11	4	0	2	1	2	42	30	28	28	33	8.4	4.1	4.0	6.5	6.0
Operational Services	8	4	2	4	2	6	11	13	20	16	0	0	0	1	0	7	3	1	3	2	4.3	4.8	14.8	3.8	9.5
Procurement	30	19	8	16	18	11	9	11	8	10	0	2	0	0	1	28	16	6	14	16	6.0	6.8	6.9	5.2	9.7
<b>Sub Total</b>	<b>85</b>	<b>59</b>	<b>50</b>	<b>51</b>	<b>57</b>	<b>11</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>77</b>	<b>49</b>	<b>35</b>	<b>45</b>	<b>51</b>	<b>7.1</b>	<b>5.0</b>	<b>4.9</b>	<b>5.9</b>	<b>7.3</b>
<b>PREM</b>																									
Economic Policy	121	119	135	139	122	11	13	12	12	11	4	18	13	14	9	91	93	105	103	88	5.1	7.8	6.5	5.6	6.5
Gender and Development	18	15	10	7	8	19	18	15	18	12	6	5	2	1	1	15	11	8	7	7	10.2	10.2	10.6	17.2	6.4
Poverty Reduction	50	53	55	49	39	14	15	16	22	20	4	7	10	17	9	41	35	42	44	36	6.7	6.7	9.1	13.5	11.8
Public Sector Governance	57	72	67	75	73	12	13	12	12	11	5	10	6	7	5	45	59	52	55	57	6.3	6.2	6.8	5.9	5.5
<b>Sub Total</b>	<b>246</b>	<b>259</b>	<b>267</b>	<b>270</b>	<b>242</b>	<b>12</b>	<b>14</b>	<b>13</b>	<b>14</b>	<b>13</b>	<b>19</b>	<b>40</b>	<b>31</b>	<b>39</b>	<b>24</b>	<b>192</b>	<b>198</b>	<b>207</b>	<b>209</b>	<b>188</b>	<b>6.1</b>	<b>7.2</b>	<b>7.3</b>	<b>7.4</b>	<b>7.1</b>
<b>RMN</b>																									
Resource Management	2	0	0	1	0	9	NA	NA	2	NA	0	0	0	0	0	1	NA	NA	0	NA	9.7	NA	NA	0.0	NA
<b>Sub Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>NA</b>	<b>NA</b>	<b>2</b>	<b>NA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>NA</b>	<b>NA</b>	<b>0</b>	<b>NA</b>	<b>9.7</b>	<b>NA</b>	<b>NA</b>	<b>0.0</b>	<b>NA</b>
<b>SDN</b>																									
<b>ESSD</b>																									
Environment	47	69	37	55	52	14	17	17	19	19	9	13	10	13	14	26	59	33	44	45	7.1	8.6	10.3	12.6	9.6
Agriculture and Rural Development	64	77	70	69	53	13	15	18	14	16	5	11	15	6	11	54	59	64	59	44	6.9	7.5	10.7	8.7	8.7
Social Development	34	43	31	53	39	20	18	14	25	21	10	11	5	20	10	25	40	26	46	31	10.7	8.3	6.7	13.4	10.2
<b>Sub Total</b>	<b>145</b>	<b>189</b>	<b>138</b>	<b>177</b>	<b>144</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>19</b>	<b>19</b>	<b>24</b>	<b>35</b>	<b>30</b>	<b>39</b>	<b>35</b>	<b>105</b>	<b>158</b>	<b>123</b>	<b>149</b>	<b>120</b>	<b>7.8</b>	<b>8.1</b>	<b>9.7</b>	<b>11.3</b>	<b>9.4</b>



TABLE 4.12: TIMELINESS OF AAA DELIVERIES BY OUTPUT TYPE

Output Type	Deliveries (No.)					Average Preparation Time (Months) <sup>1</sup>					No. of Tasks Aged over 2 Years Old at the Date of Delivery					No. of Slipped Tasks					Average Slippage (Months) <sup>2</sup>				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>ESW Reports</b>	<b>487</b>	<b>501</b>	<b>472</b>	<b>411</b>	<b>369</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>14</b>	<b>53</b>	<b>68</b>	<b>65</b>	<b>72</b>	<b>51</b>	<b>402</b>	<b>404</b>	<b>404</b>	<b>355</b>	<b>325</b>	<b>7.3</b>	<b>7.7</b>	<b>8.1</b>	<b>9.5</b>	<b>8.7</b>
Core Diagnostic Reports	122	90	81	68	50	13	13	11	15	13	12	11	4	12	4	114	81	65	64	47	9	8	7	10	9
Other Diagnostic Reports	123	140	123	94	104	13	15	14	14	13	13	25	18	15	12	101	109	108	80	91	8	9	9	9	10
Advisory Reports	242	271	268	249	215	14	14	15	16	15	28	32	43	45	35	187	214	231	211	187	6	7	8	9	8
<b>ESW Policy Note/Other products</b>	<b>247</b>	<b>193</b>	<b>129</b>	<b>120</b>	<b>120</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>11</b>	<b>13</b>	<b>15</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>160</b>	<b>151</b>	<b>102</b>	<b>101</b>	<b>95</b>	<b>4.4</b>	<b>6.6</b>	<b>7.7</b>	<b>8.9</b>	<b>6.4</b>
Policy Note	152	NA	NA	NA	NA	11	NA	NA	NA	NA	9	NA	NA	NA	NA	106	NA	NA	NA	NA	4.7	NA	NA	NA	NA
Conference/Workshop	37	NA	NA	NA	NA	8	NA	NA	NA	NA	2	NA	NA	NA	NA	15	NA	NA	NA	NA	1.8	NA	NA	NA	NA
Consultations/Country Dialogue	58	NA	NA	NA	NA	12	NA	NA	NA	NA	2	NA	NA	NA	NA	39	NA	NA	NA	NA	5.4	NA	NA	NA	NA
<b>All ESW Products</b>	<b>734</b>	<b>694</b>	<b>601</b>	<b>531</b>	<b>489</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>13</b>	<b>66</b>	<b>83</b>	<b>78</b>	<b>84</b>	<b>63</b>	<b>562</b>	<b>555</b>	<b>506</b>	<b>456</b>	<b>420</b>	<b>6.3</b>	<b>7.4</b>	<b>8.0</b>	<b>9.3</b>	<b>8.1</b>
<b>TA Output Types</b>																									
Client Document Review	22	21	21	33	44	17	14	17	19	10	5	4	5	10	1	17	13	16	26	27	11.2	5.2	7.6	12.6	3.4
Institutional Development Plan	92	90	70	84	89	18	17	15	19	15	21	15	12	20	15	64	72	48	71	66	8.4	8.4	7.1	12.6	8.4
Knowledge-Sharing Forum	102	132	77	97	84	14	17	13	16	10	19	31	14	17	6	55	101	49	58	57	6.9	7.7	7.9	7.8	4.3
Model/Survey	13	13	11	13	14	13	20	15	24	19	2	4	1	6	2	12	7	7	10	11	5.9	8.4	4.0	16.6	7.6
"How-To" Guidance	74	95	128	203	282	15	13	14	16	12	14	16	25	37	30	44	60	85	139	209	7.9	6.0	6.9	8.0	5.8
<b>All TA Products</b>	<b>303</b>	<b>351</b>	<b>307</b>	<b>430</b>	<b>513</b>	<b>15</b>	<b>16</b>	<b>15</b>	<b>17</b>	<b>12</b>	<b>61</b>	<b>70</b>	<b>57</b>	<b>90</b>	<b>54</b>	<b>192</b>	<b>253</b>	<b>205</b>	<b>304</b>	<b>370</b>	<b>7.9</b>	<b>7.3</b>	<b>7.1</b>	<b>9.5</b>	<b>5.9</b>
<b>All AAA Products</b>	<b>1,037</b>	<b>1,045</b>	<b>908</b>	<b>961</b>	<b>1,002</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>16</b>	<b>13</b>	<b>127</b>	<b>153</b>	<b>135</b>	<b>174</b>	<b>117</b>	<b>754</b>	<b>808</b>	<b>711</b>	<b>760</b>	<b>790</b>	<b>6.8</b>	<b>7.4</b>	<b>7.7</b>	<b>9.4</b>	<b>7.0</b>

<sup>1</sup> Average elapsed time in months between AIS Start Date and Delivery to Client Date.

<sup>2</sup> Average slippage is the average of differences between planned (initial) delivery to client date and actual delivery to client.

**Notes**

1. The table includes ESW Reports, Other ESW and TA products.

2. The Deliveries (No.) includes supplemental deliveries.



TABLE 4.13: COUNTRY AAA INTENSITY BY REGION/BORROWER

Region/Borrower	Country Services (US\$ Million)					Country AAA (US\$ Million) <sup>1</sup>					CAA Intensity (%)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>Region</b>															
AFR	226	213	208	223	238	61	52	58	61	71	27	25	28	27	30
EAP	117	117	131	128	130	30	38	47	47	47	25	32	36	37	36
ECA	126	125	127	123	123	32	32	34	37	41	25	25	27	30	33
LCR	109	107	109	110	113	20	20	19	22	27	18	19	18	20	24
MNA	61	65	70	70	79	23	23	24	23	30	37	35	34	34	38
SAR	69	78	86	93	106	19	24	24	26	28	27	31	28	28	27
OTH	84	70	52	50	59	5	3	3	3	8	6	4	6	6	14
<b>Borrower</b>															
IBRD Investment Grade	99	95	97	94	97	27	27	27	29	35	27	29	28	31	36
China	32	32	33	30	28	6	9	10	8	8	19	28	29	28	29
IBRD Only (Others)	123	128	145	143	152	34	37	47	47	52	28	29	33	32	34
India	25	32	33	35	42	7	11	11	10	12	28	34	32	28	27
Blend	32	34	36	37	37	6	7	7	7	9	18	20	19	18	24
IDA Only	171	170	174	180	196	35	33	34	39	46	20	19	20	21	24
Fragile States	80	83	84	98	107	19	20	24	30	32	23	24	28	30	29
<b>Multi-Country</b>	<b>229</b>	<b>200</b>	<b>177</b>	<b>175</b>	<b>185</b>	<b>56</b>	<b>47</b>	<b>49</b>	<b>48</b>	<b>56</b>	<b>24</b>	<b>23</b>	<b>27</b>	<b>27</b>	<b>31</b>
Global AAA	81	68	51	49	58	5	3	3	3	8	6	4	6	6	14
Regional AAA	148	132	126	126	126	51	44	45	45	48	34	34	36	36	38
<b>Total</b>	<b>792</b>	<b>774</b>	<b>781</b>	<b>796</b>	<b>847</b>	<b>189</b>	<b>191</b>	<b>210</b>	<b>219</b>	<b>252</b>	<b>24</b>	<b>25</b>	<b>27</b>	<b>27</b>	<b>30</b>

<sup>1</sup> Only includes Country Services.

**Note:** Country AAA Intensity, a measure of relative effort devoted to Country AAA, is the ratio of Budget Actuals (BB & TF) devoted to all country services and to Country AAA (ESW & TA).

TABLE 4.14: AAA PRODUCTS BY MAJOR SECTOR AND THEME

Major Sector/Major Theme	Economic and Sector Work (No.)					Technical Assistance (No.)					AAA Products (No.)				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
<b>Major Sectors</b>															
Agriculture, fishing, and forestry	53	51	46	33	39	21	32	16	31	25	73	83	62	64	64
Education	59	44	47	43	40	16	32	21	25	28	75	76	68	68	68
Energy and mining	40	36	26	41	36	33	16	23	45	49	73	52	49	86	85
Finance	155	133	96	78	96	54	44	52	51	111	209	178	148	129	207
Health and other social services	94	93	64	63	51	32	56	44	58	69	127	150	108	121	120
Industry and trade	81	90	84	53	51	25	30	29	41	36	106	120	113	94	86
Information and communications	11	9	11	8	8	21	10	15	28	36	32	19	26	36	44
Public Administration, Law, and Justice	198	175	172	162	128	66	78	78	113	113	263	253	251	276	241
Transportation	18	35	26	28	22	18	17	13	20	29	36	51	39	48	51
Water, sanitation and flood protection	24	30	27	21	20	17	35	16	18	17	42	65	43	39	37
<b>Total</b>	<b>734</b>	<b>694</b>	<b>601</b>	<b>531</b>	<b>489</b>	<b>303</b>	<b>351</b>	<b>307</b>	<b>430</b>	<b>513</b>	<b>1,037</b>	<b>1,045</b>	<b>908</b>	<b>961</b>	<b>1,002</b>
<b>Major Themes</b>															
Economic management	93	95	85	81	66	16	28	28	38	33	109	123	113	119	100
Environment and natural resources management	42	39	41	37	39	35	57	19	50	46	77	97	60	87	85
Financial and private sector development	180	169	138	100	120	113	70	79	85	165	293	239	218	184	285
Human development	75	65	49	45	48	19	44	36	42	56	94	109	85	87	104
Public sector governance	122	100	101	102	86	41	44	54	73	85	163	143	155	175	171
Rule of law	32	33	19	14	16	5	8	3	6	5	37	41	22	19	20
Rural development	42	43	40	30	26	5	13	11	30	14	47	56	51	59	41
Social dev/gender/inclusion	36	33	26	31	24	20	28	22	35	22	55	61	48	66	46
Social protection and risk management	60	60	50	41	31	24	24	25	20	41	84	84	74	61	72
Trade and integration	38	36	32	24	20	9	15	17	25	23	47	51	49	50	43
Urban development	15	20	19	27	12	17	21	14	27	23	32	41	33	54	35
Not assigned		0													
<b>Total</b>	<b>734</b>	<b>694</b>	<b>600</b>	<b>531</b>	<b>489</b>	<b>303</b>	<b>351</b>	<b>307</b>	<b>430</b>	<b>513</b>	<b>1,037</b>	<b>1,045</b>	<b>907</b>	<b>961</b>	<b>1,002</b>

**Notes:**

1. The table includes ESW Reports, Other ESSW and TA products.
2. The Deliveries (No.) includes supplemental deliveries.